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Financing of the United Nations Integrated Mission in Timor-Leste

Financing of the United Nations Integrated Mission in Timor-Leste for the period from 25 August 2006 to 31 March 2007

Report of the Secretary-General

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Summary

By its resolution 1704 (2006) of 25 August 2006, the Security Council established a follow-on mission in Timor-Leste, the United Nations Integrated Mission in Timor-Leste (UNMIT), and decided that UNMIT would consist of an appropriate civilian component, including up to 1,608 police personnel, and an initial component of up to 34 military liaison and staff officers.

Pending submission to the General Assembly during the first part of its resumed sixty-first session of a full budget for UNMIT for the period from 25 August 2006 to 30 June 2007, including results-based frameworks, the present report contains a request for commitment authority with assessment for the period from 25 August 2006 to 31 March 2007 in the amount of $172,528,600 inclusive of the amount of $49,961,500 previously authorized by the Advisory Committee on Administrative and Budgetary Questions to meet the cost of immediate and essential start-up requirements of the Mission.

The commitment authority is requested pursuant to section IV, paragraph 2, of General Assembly resolution 49/233 A of 23 December 1994 and provides for the deployment of 34 military liaison and staff officers, 1,608 police personnel, including 1,048 United Nations police officers and 560 formed police personnel, 480 international staff, 1,075 national staff and 380 United Nations Volunteers.

In order to provide adequate staffing capacity at United Nations Headquarters to support the deployment of UNMIT, the commitment authority request also includes requirements for 22 general temporary assistance positions comprising 16 positions at the Professional level and 6 positions at the General Service level, as well as related non-staff requirements.

The proposed provisional staffing establishment shown in the present report is without prejudice to the outcome of the legislative review of the Mission's full 2006/07 budget during the first part of the resumed sixty-first session of the General Assembly.

The human resource requirements of the Mission have been presented at the aggregate level comprising military liaison and staff officers, United Nations police personnel, executive direction and management, substantive, security and support personnel.

Financial resources

(Thousands of United States dollars)

Category	*Cost estimates (25 August 2006 to 31 March 2007)*
Military and police personnel	38 024.5
Civilian personnel	25 587.6
Operational costs	108 916.5
Gross requirements	**172 528.6**
Staff assessment income	2 641.9
Net requirements	**169 886.7**
Voluntary contributions in kind (budgeted)	—
Total requirements	**172 528.6**

Human resources[a]

Category of personnel	*25 August 2006 to 31 March 2007*
Military observers[b]	34
Military contingents	—
United Nations police	1 048
Formed police units	560
International staff[c]	496
National staff[d,e]	1 081
United Nations Volunteers	380

[a] Represents highest level of proposed/authorized strength.

[b] Military liaison and staff officers.

[c] Includes 16 general temporary assistance positions for the backstopping of UNMIT at United Nations Headquarters (1 P-5, 1 P-4, 14 P-3) and 5 positions for the Conduct and Discipline Team (1 P-5, 2 P-4, 1 P-2, 1 Field Service).

[d] Includes 6 General Service (Other level) general temporary assistance positions for the backstopping of UNMIT at United Nations Headquarters and 2 positions for the Conduct and Discipline Team (1 National Officer, 1 national General Service staff).

[e] Includes National Officers and national General Service staff.

The actions to be taken by the General Assembly are set out in section IV of the present report.

I. Mandate of the United Nations Integrated Mission in Timor-Leste

1. By its resolution 1704 (2006) of 25 August 2006, the Security Council established a follow-on mission in Timor-Leste, the United Nations Integrated Mission in Timor-Leste (UNMIT), for an initial period of six months, with the intention to renew for further periods, and decided that UNMIT would consist of an appropriate civilian component, including up to 1,608 police personnel, and an initial component of up to 34 military liaison and staff officers.

2. In paragraph 4 of its resolution 1704 (2006), the Security Council approved the mandate of UNMIT, setting out a broad range of tasks related to support for the Government of Timor-Leste and relevant institutions in consolidating stability, enhancing a culture of democratic governance and facilitating political dialogue among Timorese stakeholders; support for Timor-Leste in all aspects of the 2007 presidential and parliamentary electoral process; support to the national armed forces and the Ministry of Defence; support to the Timorese national police (PNLT) and the Ministry of Interior, including in the restoration and maintenance of public security in Timor-Leste and assistance in the training, institutional development and strengthening of PNTL and the Ministry of Interior; the promotion of human rights, justice and reconciliation, including for women and children, and through the completion of investigations into outstanding serious human rights violations committed in the country in 1999; support in institutional capacity-building, governance and development; humanitarian support; support in the promotion of gender equality and the empowerment of women; cooperation and coordination with United Nations agencies, funds and programmes and relevant partners, including the international financial institutions and donors, of bilateral and multilateral assistance to Timor-Leste in post-conflict peacebuilding and capacity-building; the provision of objective and accurate information to the Timorese people, in particular, on the forthcoming 2007 elections, and UNMIT activities, as well as assistance in building local media capacity; ensuring, in coordination with the international security forces, the security and freedom of movement of United Nations and associated personnel, and the protection of United Nations personnel, facilities, installations and equipment and humanitarian assets.

3. In view of the recent establishment by the Security Council of UNMIT and the time required for the preparation of the Mission's results-based budgeting frameworks and determination of its full resource requirements for the 2006/07 financial period, as well as for their legislative review, the budget for UNMIT for the period from 25 August 2006 to 30 June 2007 will be submitted to the General Assembly during its resumed sixty-first session.

4. In the interim and pending submission of the full 2006/07 budget for UNMIT to the General Assembly, immediate cash, human and operational resources are needed to support the establishment and deployment of the Mission. Accordingly, the present report contains, pursuant to section IV, paragraph 2, of General Assembly resolution 49/233 A, a request for commitment authority with assessment for the period from 25 August 2006 to 31 March 2007 in the amount of $172,528,600, inclusive of the amount of $49,961,500 previously authorized by the Advisory Committee on Administrative and Budgetary Questions to meet the cost of immediate and essential start-up requirements of the Mission.

5. In view of the establishment of UNMIT and the significant expansion of the United Nations Interim Force in Lebanon (UNIFIL) authorized by the Security Council in its resolutions 1704 (2006) and 1701 (2006), respectively, the existing staff resources of the Department of Peacekeeping Operations and the Department of Management approved for the 2006/07 period in the context of the peacekeeping support account would be insufficient to accommodate the additional surge requirements for the backstopping of UNMIT and UNIFIL. In this connection, the commitment authority request for UNMIT also includes resource requirements to provide adequate backstopping capacity at United Nations Headquarters to support the deployment of UNMIT comprising 22 general temporary assistance positions (1 P-5, 1 P-4, 14 P-3, 6 General Service (Other level) staff) and the related non-staff resources. Additional human resource requirements for the backstopping of UNIFIL at United Nations Headquarters will be addressed in the context of a report on the financing of UNIFIL to be submitted to the General Assembly during the first part of its resumed sixty-first session. The continuing need for this capacity will be reassessed at the time of the preparation of the 2007/08 support account budget and, if confirmed, reflected in the budget for the review by the General Assembly.

6. UNMIT would be headed by a Special Representative of the Secretary-General at the Under-Secretary-General level, assisted by two Deputy Special Representatives, at the Assistant Secretary-General level, for Security Sector Support and Rule of Law, and for Governance Support, Development and Humanitarian Coordination, respectively. The Office of the Special Representative of the Secretary-General would be headed by a Chief of Staff at the D-2 level. The United Nations police establishment of the Mission would be led by a Police Commissioner (D-2), while the provision of the administrative, logistical and technical support to the Mission personnel would be managed by a Chief Administrative Officer (D-1).

7. The headquarters of the Mission will be located in Dili, the capital of Timor-Leste, with military liaison and staff officers, United Nations police, substantive, security and support personnel also deployed to Baucau, Bobonaro, Maliana, Oecussi and Suai. UNMIT would comprise 34 military liaison and staff officers, 1,608 United Nations police personnel, including 1,048 United Nations police officers and four formed police units totalling 560 personnel, 480 international staff, 1,075 national staff, including 62 National Officers and 423 language assistants for translation and interpretation from/to the Portuguese, Bahasa and Tetum languages primarily in support of the United Nations police officers and 380 United Nations Volunteers. The Mission would take over the assets of the United Nations Office in Timor-Leste (UNOTIL) deployed in Timor-Leste and would provide administrative, logistical and technical support to its substantive, military and United Nations police personnel in Dili and throughout the country.

8. Human resource requirements of the Mission have been shown in the present report at the aggregate level comprising military liaison and staff officers, United Nations police personnel, executive direction and management, substantive, security and support personnel, and will be fully justified in the 2006/07 budget for UNMIT.

9. The proposed provisional staffing establishment shown in the present report is without prejudice to the outcome of the legislative review of the Mission's full 2006/07 budget during the first part of the resumed sixty-first session of the General Assembly.

II. Resource requirements

A. Financial resources

(Thousands of United States dollars)

Category	*Cost estimate (25 August 2006 to 31 March 2007)*
Military and police personnel	
Military observers	703.0
Military contingents	—
United Nations police	24 553.8
Formed police units	12 767.7
Subtotal	**38 024.5**
Civilian personnel	
International staff[a]	17 221.7
National staff[b]	2 114.8
United Nations Volunteers[c]	6 251.1
Subtotal	**25 587.6**
Operational costs	
General temporary assistance[d]	2 052.2
Government-provided personnel	—
Civilian electoral observers	—
Consultants	134.4
Official travel	133.4
Facilities and infrastructure	33 353.2
Ground transportation	26 103.8
Air transportation	9 589.7
Naval transportation	—
Communications	17 703.9
Information technology	10 679.3
Medical	4 235.8
Special equipment	195.0
Other supplies, services and equipment	4 485.8
Quick-impact projects	250.0
Subtotal	**108 916.5**
Gross requirements	**172 528.6**
Staff assessment income	2 641.9
Net requirements	**169 886.7**
Voluntary contributions in-kind (budgeted)	—
Total requirements	**172 528.6**

[a] Reflects full incumbency in respect of personnel transferred from UNOTIL and a 50 per cent delayed recruitment factor in respect of additional staff.

[b] Reflects full incumbency in respect of personnel transferred from UNOTIL and a 20 per cent delayed recruitment factor in respect of additional staff.

[c] Reflects a 20 per cent delayed deployment factor.

[d] Reflects a 40 per cent delayed recruitment factor in respect of staff at United Nations Headquarters in support of UNMIT deployment.

B. Human resources

1. Military and police personnel[a]

	Authorized
Military observers	34[b]
Military contingents	—
United Nations police	1 048
Formed police units	560

[a] Represents the highest level of authorized strength.
[b] Military liaison and staff officers.

2. Civilian personnel

Summary of the proposed provisional staffing establishment

A. Mission

	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-1*	*Field Service*	*General Service*	*Security Service*	***Total international***	*National staff*	*United Nations Volunteers*	*Total*
Executive direction and management[a]	1	1	12	8	11	—	—	**33**	17	—	50
Substantive[b]	2	8	66	65	24	1	—	**166**	679	264	1 109
Mission support[c]	—	1	19	62	196	3	—	**281**	379	116	776
Total	**3**	**10**	**97**	**135**	**231**	**4**	**—**	**480**	**1 075**	**380**	**1 935**

[a] Includes Office of the Chief of Staff, Legal Affairs Section, Conduct and Discipline Team, Resident Oversight Office, Planning and Best Practices Unit, Joint Operations Centre and Joint Mission Analysis Cell.
[b] Includes Offices of the Deputy Special Representatives of the Secretary-General, Police Commissioner and Chief Military Liaison Officer.
[c] Includes Division of Administration and Security Section.

B. United Nations Headquarters support capacity[a]

	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-1*	*Field Service*	*General Service*	*Security Service*	***Total***
Proposed	—	—	2	14	—	6	—	**22**

[a] Funded from general temporary assistance provisions.

3. Proposed provisional staffing establishment by office

A. Mission

Executive direction and management

	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-1*	*Field Service*	*General Service*	*Security Service*	***Total international***	*National staff*	*United Nations Volunteers*	***Total***
Proposed[a]	1	1	12	8	11	—	—	**33**	17	—	**50**

[a] Includes Office of the Chief of Staff, Legal Affairs Section, Conduct and Discipline Team, Resident Oversight Office, Planning and Best Practices Unit, Joint Operations Centre and Joint Mission Analysis Cell.

10. Overall mission direction and management would be provided by the immediate Office of the Special Representative of the Secretary-General. Reporting directly to the Special Representative would be two Deputy Special Representatives at the Assistant Secretary-General level, for Security Sector Support and Rule of Law, and for Governance Support, Development and Humanitarian Coordination, respectively, a Chief Administrative Officer, a Legal Adviser and a Security Adviser. The heads of the Political Affairs Office and the Communications and Public Information Office (shown under the substantive offices table below), the Conduct and Discipline Team, the Planning and Best Practices Unit, the Joint Operations Centre and the Joint Mission Analysis Cell would report to the Special Representative through the Chief of Staff (D-2).

11. Owing to the approval by the General Assembly of the proposed 2006/07 budget for the peacekeeping support account prior to the establishment of UNMIT, the present report includes, as an interim arrangement, the staffing requirements for the Resident Oversight Office comprising an Audit Unit (1 P-4, 1 P-3 and 1 Field Service posts) and an Investigations Unit (1 P-4, 1 P-3 and 1 national General Service staff posts). These requirements will be subsequently reflected in the proposed support account budget for the 2007/08 period.

Substantive offices

	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-1*	*Field Service*	*General Service*	*Security Service*	***Total international***	*National staff*	*United Nations Volunteers*	***Total***
Proposed[a]	2	8	66	65	24	1	—	**166**	679	264	**1 109**

[a] Includes Offices of the Deputy Special Representatives of the Secretary-General, Police Commissioner and Chief Military Liaison Officer.

12. The proposed provisional substantive staffing establishment of UNMIT summarized above and detailed in the provisional organization chart (see annex, sect. A) includes the Offices of the Deputy Special Representatives of the Secretary-General, the Police Commissioner, the Chief Military Liaison Officer, as well as substantive staff responsible for the provision of advice to the Special Representative through his/her Chief of Staff (see also para. 10 above) on political developments in the country and the region and public information, as well as through Deputy Special Representatives on electoral process, security sector support and rule of law, human rights and transitional justice, serious crimes investigations,

democratic governance, coordination of humanitarian assistance, HIV/AIDS and gender issues.

Mission support

	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-1*	*Field Service*	*General Service*	*Security Service*	***Total international***	*National staff*	*United Nations Volunteers*	*Total*
Proposed[a]	—	1	19	62	196	3	—	**281**	379	116	776

[a] Includes Division of Administration and Security Section.

13. The proposed provisional Mission support staffing establishment summarized above and detailed in the provisional organization chart (see annex, sect. A, Security Section, and sect. B) would provide administrative, technical, logistical and security services to the Mission's military liaison and staff officers, United Nations police officers, formed police personnel and substantive staff. The Division of Administration would be headed by a Chief Administrative Officer (D-1), reporting to the Special Representative of the Secretary-General, and would comprise the Office of the Chief Administrative Officer, Administrative and Integrated Support Services, as detailed in the provisional organization chart (see annex, sect. B). The Division would be responsible for providing services comprising personnel recruitment, administration, training and counselling, finance and accounting, the acquisition of goods, supplies and services for the Mission, property control, mail and pouch processing, health maintenance, logistical support, maintenance and operations of the Mission's information technology and communications networks, air and transport operations, management and distribution of supplies and movement of passengers and cargo. The Security Section would be headed by a Security Adviser (P-4) reporting to the Special Representative of the Secretary-General and would be responsible for a full range of security services throughout the mission.

B. United Nations Headquarters support capacity

14. As indicated in paragraph 5 of the present report, the existing staffing capacity of the Department of Peacekeeping Operations and the Department of Management would be insufficient to provide the immediately required adequate administrative and technical support for the deployment of UNMIT.

15. It is proposed accordingly to strengthen the Administrative Support and Logistics Support Divisions of the Department of Peacekeeping Operations through the establishment of 16 general temporary assistance positions to accommodate 12 Professional and 4 General Service (Other level) staff to be recruited at United Nations Headquarters. The incumbents of the positions would assist the Mission in the expeditious recruitment of international and national personnel, travel arrangements for the deployment of the United Nations police officers and international staff and the processing of international staff entitlements (1 P-5, 3 P-3 and 3 General Service (Other level) staff), review of the Mission budgetary requirements for the 2006/07 and 2007/08 periods (1 P-3 and 1 General Service (Other level) staff), the preparation of logistical support plans and coordination of their implementation (1 P-3), the deployment and operation of the Mission's fleet of aircraft (1 P-3), the acquisition of additional vehicles (1 P-3), information technology equipment (1 P-3) and engineering assets (1 P-3), the acquisition and

establishment of stocks of supplies and materials (1 P-3) and the establishment of a Geographical Information System in the Mission (1 P-3).

16. The unforeseen establishment of UNMIT by the Security Council would also require augmentation of the staffing capacity of the Department of Management through the establishment of 6 general temporary assistance positions to accommodate 4 Professional and 2 General Service (Other level) staff. The incumbents of the positions would assist the Mission in the speedy procurement of a large volume of equipment, supplies, materials, vehicles, and engineering assets and in contracting aircraft services (1 P-4, 1 P-3 and 1 General Service (Other level) staff); accounting operations and maintenance of UNMIT accounts (1 P-3); the timely analysis and preparation of the Mission's proposed 2006/07 and 2007/08 budgets (1 P-3); and the processing of medical clearances for personnel deployed to the Mission (1 General Service (Other level) staff).

17. The total general temporary assistance staffing requirements in support of the deployment of UNMIT at United Nations Headquarters would comprise 22 positions, including 16 in the Professional category (1 P-5, 1 P-4, 14 P-3) and 6 in the General Service (Other level) category.

III. Analysis of resource requirements

	Cost estimates
Military observers	$703 000

18. The provision under this heading reflects requirements for mission subsistence and clothing allowances, travel costs and death and disability compensation for 34 military liaison and staff officers whose entitlements will be identical to those of military observers, and is based on the projected full deployment of officers in October 2006. Requirements for mission subsistence allowance reflect a 10 per cent delayed deployment factor.

	Cost estimates
United Nations police	$24 533 800

19. The provision under this heading reflects requirements for 1,048 United Nations police officers with respect to the mission subsistence and clothing allowances, travel costs and death and disability compensation and is based on their projected deployment schedule from September 2006 to March 2007. Requirements for mission subsistence allowance reflect a 5 per cent delayed deployment factor.

	Cost estimates
Formed police units	$12 767 700

20. The provision under this heading reflects requirements with respect to the reimbursement of formed police-contributing countries for formed police standard costs and major equipment, deployment and rotation costs, clothing and recreational leave allowances, rations and costs related to the transportation to Timor-Leste of formed police units' equipment, as well as death and disability compensation. The estimated requirements take into account the transfer under UNMIT authority in

August 2006 of two formed police units deployed to Timor-Leste as part of the international security force and the deployment of the additional two units by the end of October 2006.

	Cost estimates
International staff	$17 221 700

21. The provision under this heading reflects requirements in respect of the proposed international staffing establishment of the Mission of 480 posts, including 5 posts for the Resident Oversight Office that will be subsequently reflected in the proposed 2007/08 peacekeeping support account budget. Requirements for 16 international staff positions to provide support at United Nations Headquarters for the deployment of UNMIT and 5 positions for the Conduct and Discipline Team have been reflected under the general temporary assistance budget line (see para. 27 below).

22. International staff resource requirements cover staff salaries, staff assessment, common staff costs and mission subsistence allowance and take into account the transfer of 78 international staff from UNOTIL to UNMIT on 25 August 2006, as well as the projected deployment schedule of the additional 402 staff, with a 50 per cent delayed recruitment factor applied to the computation of costs in respect of additional staff.

23. The cost estimates for salaries, common staff costs and staff assessment have been calculated based on the actual average expenditure by staff category and grade levels incurred by the United Nations Mission of Support in East Timor (UNMISET), with staff assessment requirements adjusted to reflect the decrease in staff assessment rates approved by the General Assembly with effect from 1 January 2006.

	Cost estimates
National staff	$2 114 800

24. The provision under this heading reflects requirements with respect to national staff salaries, staff assessment and common staff costs, as well as overtime to cover peak workload periods, in respect of the proposed national staffing establishment of 1,075 posts, including one national General Service staff post for the Resident Oversight Office. It takes into account the transfer of 215 national staff from UNOTIL and the projected deployment schedule of the additional 860 national staff, and reflects the application of a 20 per cent delayed recruitment factor in respect of the additional staff. The costs estimates have been computed on the basis of the established national staff salary scales (G-4, step 1, and NO-B, step 4), with requirements for common staff costs reflecting historical expenditure patterns in UNMISET.

25. Requirements for 6 General Service (Other level) positions to provide support at United Nations Headquarters for the deployment of UNMIT and 2 positions for the Conduct and Discipline Team have been reflected under the general temporary assistance budget line (see para. 27 below).

	Cost estimates
United Nations Volunteers	$6 251 100

26. The provision under this heading reflects requirements in respect of the proposed United Nations Volunteers establishment of the Mission of 380 positions and is based on the projected deployment schedule of volunteers, with the application of a 20 per cent delayed deployment factor to applicable costs.

	Cost estimates
General temporary assistance	$2 052 200

27. The provision under this heading reflects requirements for international and national staff salaries, staff assessment and common staff costs in respect of personnel to be deployed at United Nations Headquarters in support of UNMIT, as well as staff of the Conduct and Discipline Team. Delayed recruitment factors of 40 per cent and 50 per cent have been applied to the computation of costs related to international staff positions at United Nations Headquarters and in UNMIT, respectively, with a 20 per cent delayed recruitment factor applied to the estimates for national staff positions of the Conduct and Discipline Team.

	Cost estimates
Consultants	$134 400

28. The provision under this heading reflects requirements for the short-term engagement of consultants, including travel costs, to assist the national police of Timor-Leste, local media and representatives of national non-governmental organizations in national capacity-building (the evaluation and validation of the national police training programmes; the translation of United Nations police operational and training manuals into the Bahasa and Tetum languages; the conduct of national capacity-building workshops, human rights databases development and the drafting of human rights complaints procedures, the drafting of a teachers' manual on human rights education), as well as for providing advisory services to the national Court of Appeals on compliance with the internationally accepted standards in the implementation of applicable national laws and to provide legal advice on all aspects of the national electoral process, including the review and drafting of electoral laws. Provisions are also made for the conduct of supervisory skills and people management training for the middle and senior managers of UNMIT.

	Cost estimates
Official travel	$133 400

29. The provision under this heading reflects requirements for official travel of the Special Representative of the Secretary-General and senior UNMIT staff for political consultations and meetings, within-mission travel by political affairs, human rights and United Nations police officers to the regional offices, as well as travel of administrative and technical staff to annual conferences organized by the Department of Peacekeeping Operations at the United Nations Logistics Base at Brindisi, Italy, aimed at promoting best practices in peacekeeping operations.

	Cost estimates
Facilities and infrastructure	$33 353 200

30. The provision under this heading reflects requirements for the expansion, construction, renovation and maintenance of the Mission's headquarters in Dili, three regional offices, nine district offices for the United Nations police and civilian staff, 65 subdistrict United Nations police stations, UNMIT's electoral offices mission-wide, and living and office accommodations for the four formed police units. Accordingly, the cost estimate provides for the acquisition of 157 prefabricated hardwall buildings, 119 softwall structures, including hangars and warehouses, 2 containerized workshops, 80 ablution units, 317 generators of various capacities, 12 water treatment systems, various items of refrigeration, accommodation, security and safety, and office, water and fuel storage equipment, as well as for the procurement of supplies and materials. Included in the provision are requirements for the rental and renovation of office space, office supplies and furniture for personnel at United Nations Headquarters to be recruited in support of the deployment of the Mission.

31. Pending conclusion of memorandums of understanding with the formed police-contributing countries, the above provision also includes the estimated requirements for the reimbursement of contributing Governments for self-sustainment costs based on memorandums of understanding under negotiation.

	Cost estimates
Ground transportation	$26 103 800

32. The provision under this heading takes into account the transfer of vehicles from UNOTIL and reflects requirements for the acquisition of the additional 482 4x4 general purpose vehicles, 34 medium and heavy vehicles, 5 ambulances, 2 armoured vehicles, 19 forklifts and 4 airfield support and engineering vehicles, for a total vehicle fleet of 721 United Nations-owned vehicles, as well as for the short-term rental of vehicles pending delivery of new vehicles, spare parts, repairs and maintenance, liability insurance and diesel fuel, including for the 202 formed police-owned vehicles.

	Cost estimates
Air transportation	$9 589 700

33. In order to provide for the movement of personnel, the transportation of cargo and support to United Nations police operations, the Mission would establish a fleet of seven commercially contracted aircraft comprising two fixed-wing passenger aircraft and five medium helicopters.

34. The provision under this heading reflects requirements for the aircraft rental and operating cost (aviation fuel, oil and lubricants, liability insurance and aircrew subsistence allowance), as well as for the acquisition of airfield equipment and supplies, landing fees and ground handling charges.

	Cost estimates
Communications	$17 703 900

35. The provision under this heading reflects requirements for the establishment and operation of the Mission's communications networks, including the acquisition of 4,207 items of HF, VHF and UHF equipment, 268 items of satellite and telephone equipment, as well as commercial communications charges, maintenance services, spare parts and specialized communications support services. Pending conclusion of memorandums of understanding with formed police-contributing countries, the above provision includes the estimated requirements for the reimbursement of contributing Governments for self-sustainment costs based on memorandums of understanding under negotiation. Also included in the provision are requirements for the acquisition of telephonic equipment and accessories and commercial communications charges for personnel at United Nations Headquarters to be recruited in support of the Mission's deployment.

	Cost estimates
Information technology	$10 679 300

36. The provision under this heading reflects requirements for the establishment and operation of the Mission's information technology networks, including the acquisition of 1,920 desktop computers and monitors, 330 printers of various capacities, 486 laptop computers, 27 servers and 5 server rack systems, various items of network equipment (switches, wireless bridges), digital equipment and scanners, Geographic Information System equipment, uninterrupted power supply units, as well as the requirements for the acquisition of software, including for the Geographic Information System, software licences and related fees, spare parts and supplies and specialized technical support services. Included in the provision are requirements for the acquisition of desktop computers and accessories and related maintenance costs for personnel to be recruited at United Nations Headquarters in support of the deployment of the Mission.

	Cost estimates
Medical	$4 235 800

37. The provision under this heading reflects requirements for the establishment of the Mission medical facilities, including the acquisition of equipment for Level I clinic and the acquisition of five ambulance modules, four emergency room modules, five environmental health modules and one aeromedical evacuation module, as well as requirements for aeromedical evacuations, Level II medical services including hospitalization, external consultations, laboratory services and medical supplies. Pending conclusion of memorandums of understanding with the formed police-contributing countries, the above provision includes the estimated requirements for the reimbursement of contributing Governments for self-sustainment costs based on memorandums of understanding under negotiation.

	Cost estimates
Special equipment	$195 000

38. The provision under this heading reflects requirements for the acquisition of binoculars and geographic positioning systems for the United Nations police personnel. Pending the conclusion of memorandums of understanding with the formed police-contributing countries, the above provision includes the estimated requirements for the reimbursement of contributing Governments for self-sustainment costs based on memorandums of understanding under negotiation.

	Cost estimates
Other supplies, services and equipment	$4 485 800

39. The provision under this heading reflects requirements for the transportation of United Nations equipment by air and sea, the acquisition of various items of equipment, as well as supplies, military accoutrements, uniforms, flags and decals, bank charges, training fees and supplies and emergency rations for the civilian personnel of the Mission.

	Cost estimates
Quick-impact projects	$250 000

40. The provision under this heading would enable the Mission to implement quick-impact projects primarily focusing on the restoration and repair of PNTL facilities, including PNTL headquarters, and public sanitation facilities, the renovation of basic community infrastructure, the provision of clean drinking water, the rehabilitation of school buildings and small business start-up initiatives.

IV. Actions to be taken by the General Assembly

41. **The actions to be taken by the General Assembly in connection with the financing of UNMIT are:**

(a) **Establishment of a special account for UNMIT for the purpose of accounting for income received and expenditure incurred in respect of the Mission;**

(b) **Authorization for the Secretary-General to enter into commitments for the establishment and maintenance of the Mission for the period from 25 August 2006 to 31 March 2007 in the amount of $172,528,600, inclusive of the amount of $49,961,500 previously authorized by the Advisory Committee on Administrative and Budgetary Questions;**

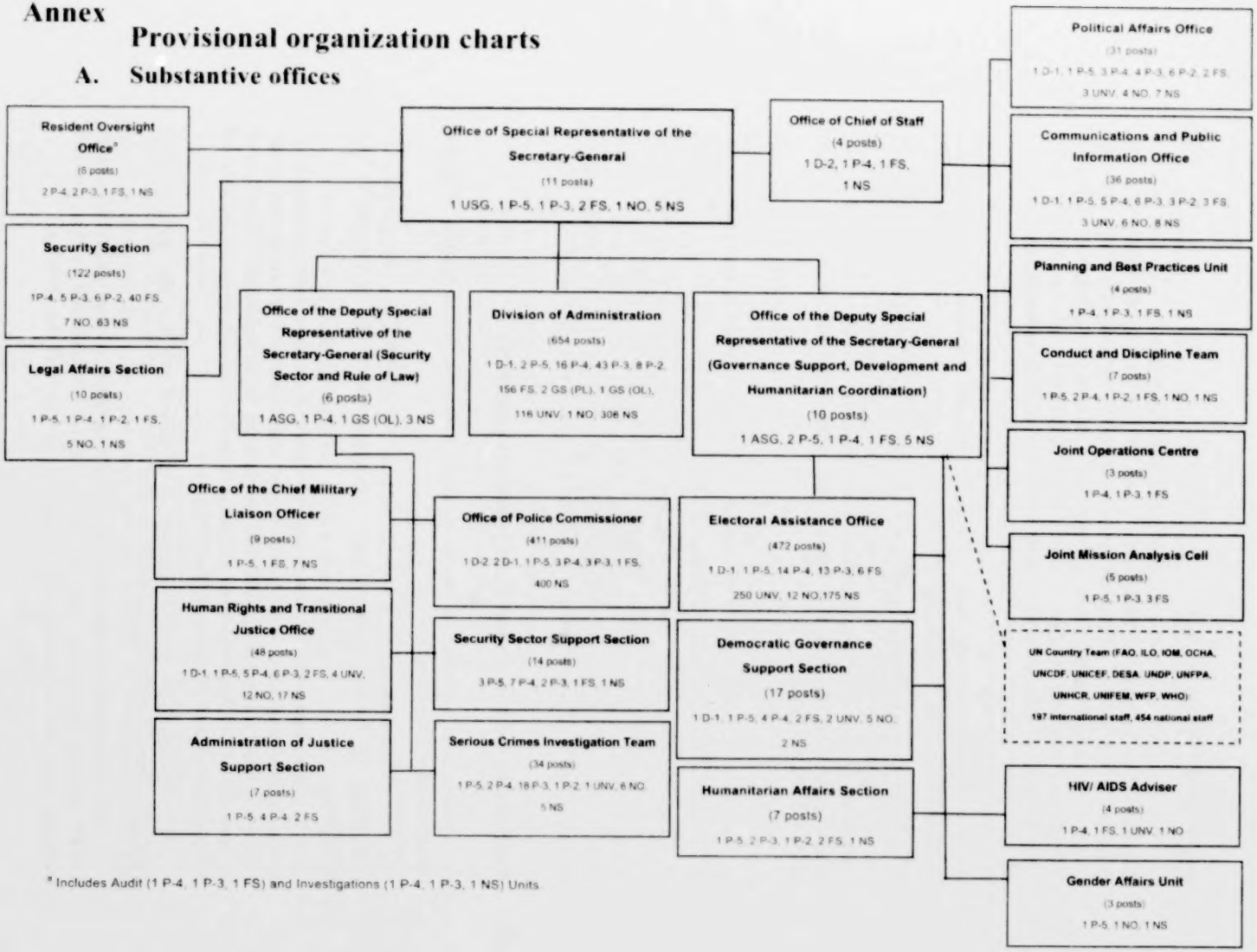
(c) **Assessment of the amount of $145,080,700 for the period from 25 August 2006 to 25 February 2007;**

(d) **Assessment of the amount of $27,447,900 at the monthly rate of $23,876,086 for the period from 26 February to 31 March 2007, subject to the decision of the Security Council to extend the mandate of the Mission.**

Annex

Provisional organization charts

A. Substantive offices


Resident Oversight Office[a]
(6 posts)
2 P-4, 2 P-3, 1 FS, 1 NS
Security Section
(122 posts)
1P-4, 5 P-3, 6 P-2, 40 FS,
7 NO, 63 NS
Legal Affairs Section
(10 posts)
1 P-5, 1 P-4, 1 P-2, 1 FS,
5 NO, 1 NS
Office of Special Representative of the Secretary-General
(11 posts)
1 USG, 1 P-5, 1 P-3, 2 FS, 1 NO, 5 NS
Office of Chief of Staff
(4 posts)
1 D-2, 1 P-4, 1 FS,
1 NS
Political Affairs Office
(31 posts)
1 D-1, 1 P-5, 3 P-4, 4 P-3, 6 P-2, 2 FS,
3 UNV, 4 NO, 7 NS
Communications and Public Information Office
(36 posts)
1 D-1, 1 P-5, 5 P-4, 6 P-3, 3 P-2, 3 FS,
3 UNV, 6 NO, 8 NS
Planning and Best Practices Unit
(4 posts)
1 P-4, 1 P-3, 1 FS, 1 NS
Conduct and Discipline Team
(7 posts)
1 P-5, 2 P-4, 1 P-2, 1 FS, 1 NO, 1 NS
Joint Operations Centre
(3 posts)
1 P-4, 1 P-3, 1 FS
Joint Mission Analysis Cell
(5 posts)
1 P-5, 1 P-3, 3 FS
Office of the Deputy Special Representative of the Secretary-General (Security Sector and Rule of Law)
(6 posts)
1 ASG, 1 P-4, 1 GS (OL), 3 NS
Division of Administration
(654 posts)
1 D-1, 2 P-5, 16 P-4, 43 P-3, 8 P-2,
156 FS, 2 GS (PL), 1 GS (OL),
116 UNV, 1 NO, 308 NS
Office of the Deputy Special Representative of the Secretary-General (Governance Support, Development and Humanitarian Coordination)
(10 posts)
1 ASG, 2 P-5, 1 P-4, 1 FS, 5 NS
Office of the Chief Military Liaison Officer
(9 posts)
1 P-5, 1 FS, 7 NS
Office of Police Commissioner
(411 posts)
1 D-2, 2 D-1, 1 P-5, 3 P-4, 3 P-3, 1 FS,
400 NS
Electoral Assistance Office
(472 posts)
1 D-1, 1 P-5, 14 P-4, 13 P-3, 6 FS,
250 UNV, 12 NO,175 NS
Human Rights and Transitional Justice Office
(48 posts)
1 D-1, 1 P-5, 5 P-4, 6 P-3, 2 FS, 4 UNV,
12 NO, 17 NS
Security Sector Support Section
(14 posts)
3 P-5, 7 P-4, 2 P-3, 1 FS, 1 NS
Democratic Governance Support Section
(17 posts)
1 D-1, 1 P-5, 4 P-4, 2 FS, 2 UNV, 5 NO,
2 NS
Administration of Justice Support Section
(7 posts)
1 P-5, 4 P-4, 2 FS
Serious Crimes Investigation Team
(34 posts)
1 P-5, 2 P-4, 18 P-3, 1 P-2, 1 UNV, 6 NO,
5 NS
Humanitarian Affairs Section
(7 posts)
1 P-5, 2 P-3, 1 P-2, 2 FS, 1 NS
UN Country Team (FAO, ILO, IOM, OCHA, UNCDF, UNICEF, DESA, UNDP, UNFPA, UNHCR, UNIFEM, WFP, WHO)
197 international staff, 454 national staff
HIV/ AIDS Adviser
(4 posts)
1 P-4, 1 FS, 1 UNV, 1 NO
Gender Affairs Unit
(3 posts)
1 P-5, 1 NO, 1 NS

[a] Includes Audit (1 P-4, 1 P-3, 1 FS) and Investigations (1 P-4, 1 P-3, 1 NS) Units.

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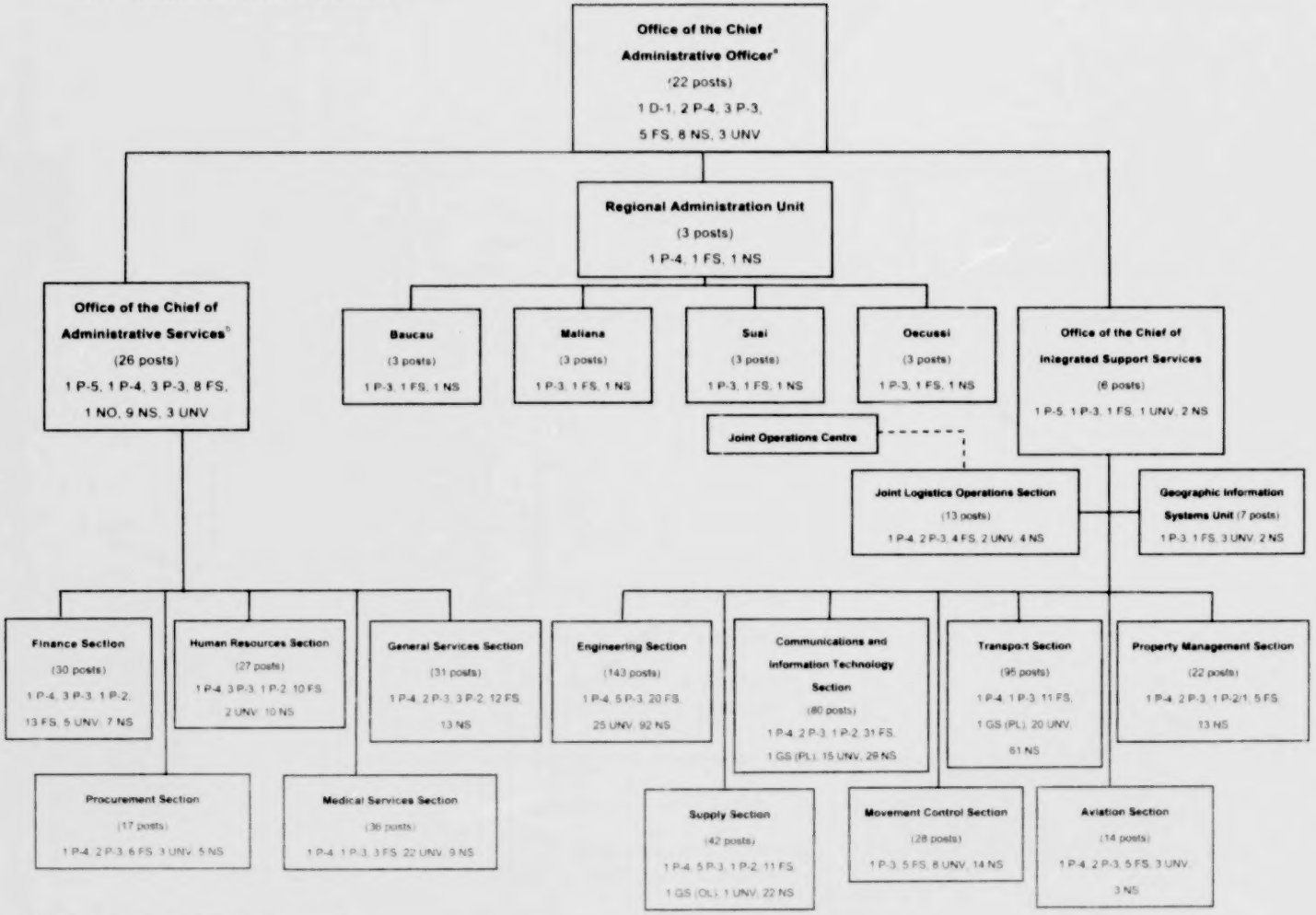
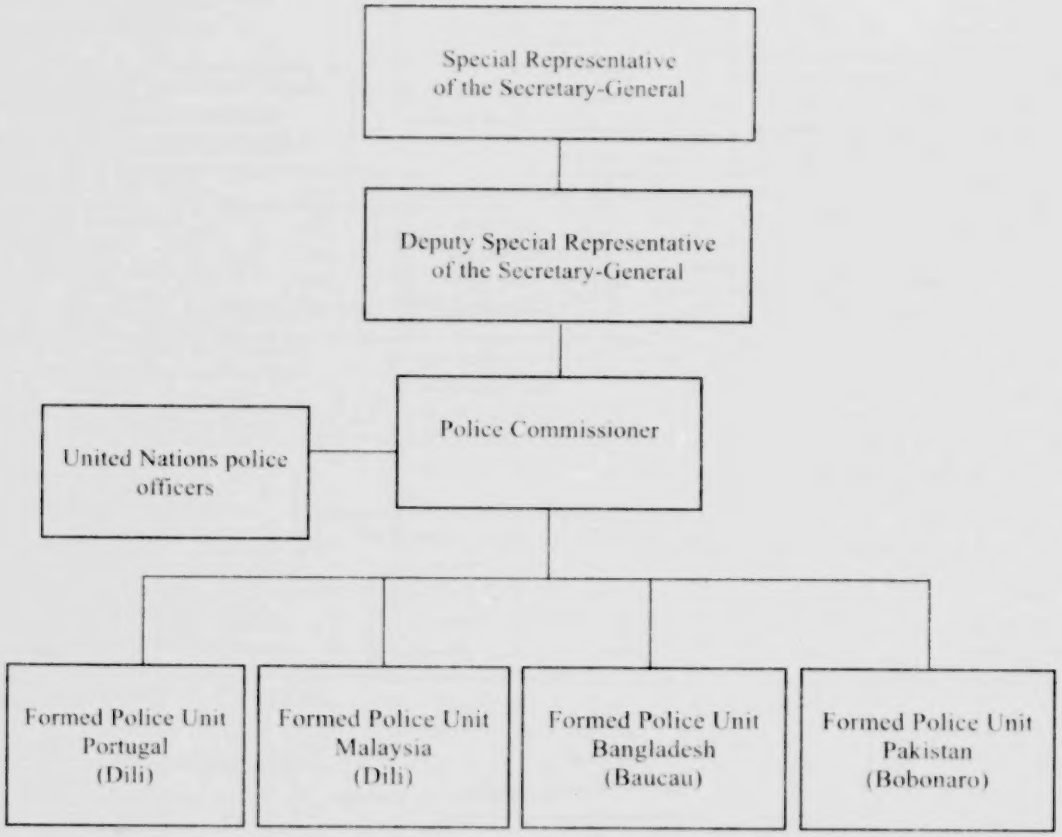
B. Administrative offices


Office of the Chief Administrative Officer[a]
(22 posts)
1 D-1, 2 P-4, 3 P-3,
5 FS, 8 NS, 3 UNV
Regional Administration Unit
(3 posts)
1 P-4, 1 FS, 1 NS
Office of the Chief of Administrative Services[b]
(26 posts)
1 P-5, 1 P-4, 3 P-3, 8 FS,
1 NO, 9 NS, 3 UNV
Baucau
(3 posts)
1 P-3, 1 FS, 1 NS
Maliana
(3 posts)
1 P-3, 1 FS, 1 NS
Suai
(3 posts)
1 P-3, 1 FS, 1 NS
Oecussi
(3 posts)
1 P-3, 1 FS, 1 NS
Office of the Chief of Integrated Support Services
(6 posts)
1 P-5, 1 P-3, 1 FS, 1 UNV, 2 NS
Joint Operations Centre
Joint Logistics Operations Section
(13 posts)
1 P-4, 2 P-3, 4 FS, 2 UNV, 4 NS
Geographic Information Systems Unit (7 posts)
1 P-3, 1 FS, 3 UNV, 2 NS
Finance Section
(30 posts)
1 P-4, 3 P-3, 1 P-2,
13 FS, 5 UNV, 7 NS
Human Resources Section
(27 posts)
1 P-4, 3 P-3, 1 P-2, 10 FS,
2 UNV, 10 NS
General Services Section
(31 posts)
1 P-4, 2 P-3, 3 P-2, 12 FS,
13 NS
Engineering Section
(143 posts)
1 P-4, 5 P-3, 20 FS,
25 UNV, 92 NS
Communications and Information Technology Section
(80 posts)
1 P-4, 2 P-3, 1 P-2, 31 FS,
1 GS (PL), 15 UNV, 29 NS
Transport Section
(95 posts)
1 P-4, 1 P-3, 11 FS,
1 GS (PL), 20 UNV,
61 NS
Property Management Section
(22 posts)
1 P-4, 2 P-3, 1 P-2/1, 5 FS,
13 NS
Procurement Section
(17 posts)
1 P-4, 2 P-3, 6 FS, 3 UNV, 5 NS
Medical Services Section
(36 posts)
1 P-4, 1 P-3, 3 FS, 22 UNV, 9 NS
Supply Section
(42 posts)
1 P-4, 5 P-3, 1 P-2, 11 FS,
1 GS (OL), 1 UNV, 22 NS
Movement Control Section
(28 posts)
1 P-3, 5 FS, 8 UNV, 14 NS
Aviation Section
(14 posts)
1 P-4, 2 P-3, 5 FS, 3 UNV,
3 NS

[a] Includes budget, UNV support and Boards of Inquiry staff.

[b] Includes translators/interpreters, training and staff counselling personnel.

C. United Nations police


Special Representative of the Secretary-General
Deputy Special Representative of the Secretary-General
Police Commissioner
United Nations police officers
Formed Police Unit Portugal (Dili)
Formed Police Unit Malaysia (Dili)
Formed Police Unit Bangladesh (Baucau)
Formed Police Unit Pakistan (Bobonaro)

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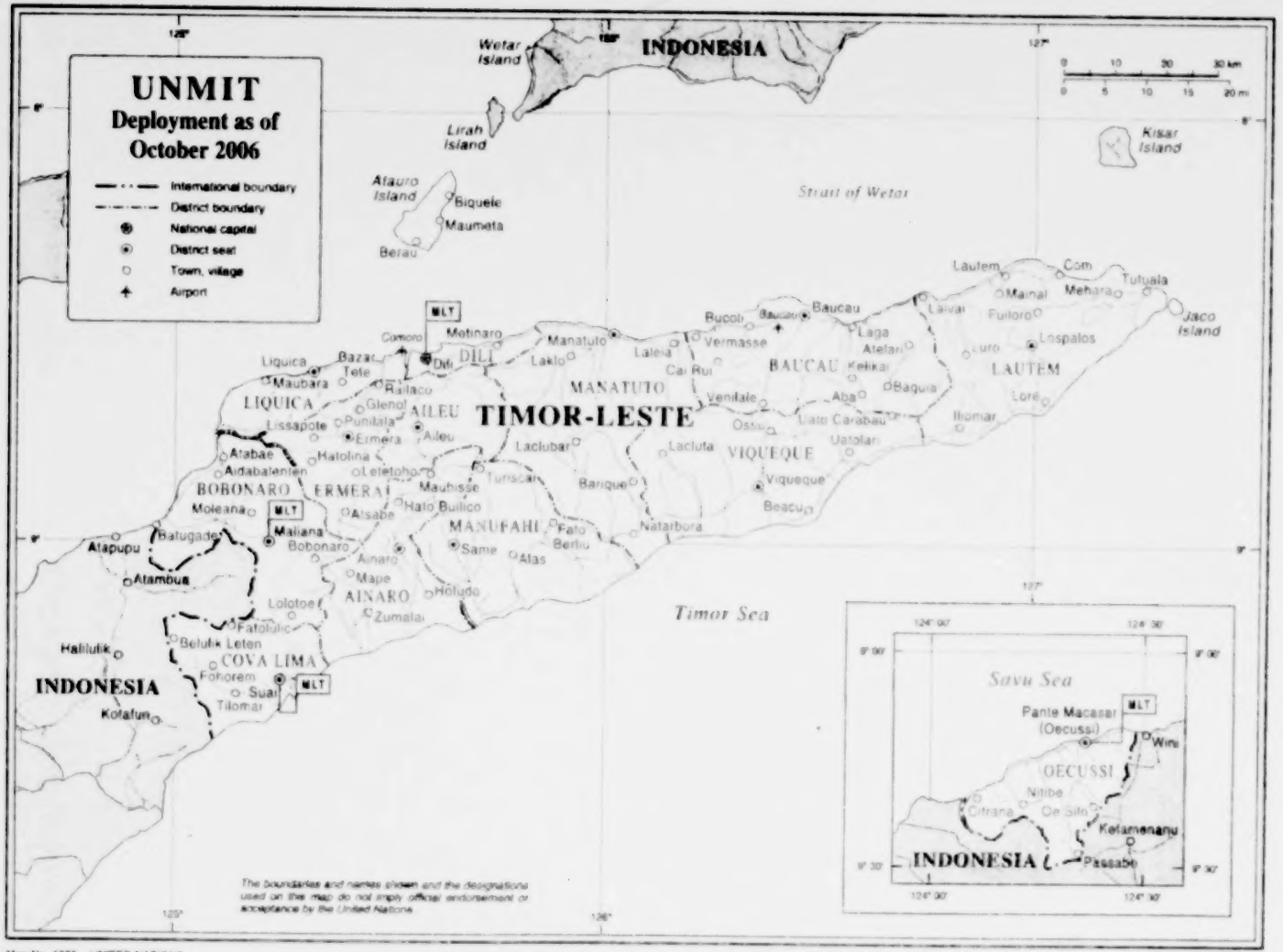

Map No. 4286 UNITED NATIONS
October 2006

Department of Peacekeeping Operations
Cartographic Section

United Nations A/61/520

General Assembly

Distr.: General
17 October 2006

Original: English

Sixty-first session
Agenda items 27, 90 (s), (t), (y) and (aa)

Protracted conflicts in the GUAM area and their implications for international peace, security and development

General and complete disarmament: problems arising from the accumulation of conventional ammunition stockpiles in surplus; conventional arms control at the regional and subregional levels; the illicit trade in small arms and light weapons in all its aspects; transparency in armaments

Letter dated 16 October 2006 from the Permanent Representative of Moldova to the United Nations addressed to the Secretary-General

Upon instructions from my Government, I have the honour to transmit herewith the comments of the Ministry of Reintegration of the Republic of Moldova on the statements of the Russian General Boris Sergeyev regarding the weapons in the Cobasna arms dumps (see annex).

I should be grateful if the present letter and its annex could be circulated as a document of the General Assembly under items 27, 90 (s), (t), (y) and (aa) of the agenda of the sixty-first session.

(*Signed*) Alexei **Tulbure**
Ambassador
Permanent Representative

06-57609 (E) 201006

Annex to the letter dated 16 October 2006 from the Permanent Representative of Moldova to the United Nations addressed to the Secretary-General

Comments of the Moldovan Ministry of Reintegration on Russian General Boris Sergeyev's statements on weapons in the Cobasna arms dumps

(Chisinau, 16 October 2006)

Recently, local and foreign media have quoted Commander of the Operative Group of Russian Forces (OGRF), General Boris Sergeyev, as saying that the Russian arms dumps had been inspected by a group of generals and officers of the Russian Ministry of Defence. According to the same source, the group of officers had unearthed no cases of weapons or armament that had disappeared, or inappropriate armament-storing conditions. It was also said that 21,500 tons of armament remain stocked at the Cobasna arms dumps.

In the context, the Ministry of Reintegration draws the attention of national and international public opinion to the fact that the data provided by the Russian side can be confirmed by no other source. The real content of the stock of armament is also not known. Despite repeated efforts taken by the Organization for Security and Cooperation in Europe (OSCE), the Permanent Delegation of Moldova to OSCE and the OSCE mission to Moldova, the Cobasna arms dumps continue to be inaccessible for any international inspection whatsoever. Hence, neither the Moldovan Government nor the international community represented by competent international organizations have any real data about the quantity and list of ammunition stocked in Cobasna.

In these circumstances, we consider as irrelevant the information based on OGRF sources and we reiterate the need to conduct an international inspection at the Russian Federation's arms dumps situated in Moldova in order to keep transparent the process of storing and withdrawing the armament. Moldova will press ahead with diplomatic and political efforts within OSCE, as well as within the entire OSCE community in order to ensure the effective international monitoring of armament-storing conditions and the process of withdrawing ammunition and armament from Moldova.

United Nations A/61/521

General Assembly

Distr.: General
17 October 2006

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Sixty-first session
Agenda item 139
Financing of the United Nations Mission in Ethiopia and Eritrea

Revised budget for the United Nations Mission in Ethiopia and Eritrea for the period from 1 July 2006 to 30 June 2007

Report of the Secretary-General

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06-57596 (E) 021106

Summary

The present report contains the revised budget for the United Nations Mission in Ethiopia and Eritrea (UNMEE) for the period from 1 July 2006 to 30 June 2007, which amounts to $145,516,400.

The budget provides for the deployment of 230 military observers, 2,070 military contingents, 205 international staff, 248 national staff and 68 United Nations Volunteers.

The resource requirements of UNMEE for the financial period 1 July 2006 to 30 June 2007 have been revised based on the implementation of Security Council resolution 1681 (2006), in which the Council authorized the reconfiguration of the UNMEE military component and approved deployment within UNMEE of up to 2,300 troops, including up to 230 military observers, within its existing mandate. With the reduction in military strength from 3,404 to 2,300, the level of the support staff has been adjusted accordingly. In addition, the total revised resource requirements for UNMEE have been linked to the Mission's objective through a number of results-based frameworks, grouped by components: substantive civilian, military and support. The human resources of the Mission in terms of number of personnel have been attributed to the individual components, with the exception of the Mission's executive direction and management, which can be attributed to the Mission as a whole.

The explanations of variances in resource levels, both human resources and financial resources, have, where applicable, been linked to specific outputs planned by the Mission.

Financial resources

(Thousands of United States dollars. Budget year is from 1 July 2006 to 30 June 2007.)

Category	*Expenditures (2005/06)*	*Current appropriation (2006/07)*	*Revised cost estimates (2006/07)*	*Variance*	
				Amount	*Percentage*
Military and police personnel	78 057.4	78 085.3	63 170.0	(14 915.3)	(19.1)
Civilian personnel	27 778.4	32 941.9	25 848.7	(7 093.2)	(21.5)
Operational costs	50 160.2	63 652.0	56 497.7	(7 154.3)	(11.2)
Gross requirements	**155 996.0**	**174 679.2**	**145 516.4**	**(29 162.8)**	**(16.7)**
Staff assessment income	3 511.1	3 563.7	2 751.0	(812.7)	(22.8)
Net requirements	**152 484.9**	**171 115.5**	**142 765.4**	**(28 350.1)**	**(16.6)**
Voluntary contributions in kind (budgeted)	—	—	—	—	—
Total requirements	**155 996.0**	**174 679.2**	**145 516.4**	**(29 162.8)**	**(16.7)**

Human resources

	Military observers[a]	*Military contingents*[a]	*International staff*	*National staff*[b]	*General temporary assistance*[c]	*United Nations Volunteers*	*Total*
Executive direction and management							
Approved 2006/07	—	—	27	12	—	—	**39**
Proposed 2006/07	—	—	9	1	—	—	**10**
Components							
Substantive civilian							
Approved 2006/07	—	—	47	14	—	10	**71**
Proposed 2006/07	—	—	39	15	—	7	**61**
Military							
Approved 2006/07	230	3 174	9	4	—	—	**3 417**
Proposed 2006/07	230	2 070	4	—	—	—	**2 304**
Support							
Approved 2006/07	—	—	145	218	7	64	**434**
Proposed 2006/07	—	—	153	232	7	61	**453**
Total							
Approved 2006/07	230	3 174	228	248	7	74	**3 961**
Proposed 2006/07	230	2 070	205	248	7	68	**2 828**
Net change	**—**	**(1 104)**	**(23)**	**—**	**—**	**(6)**	**(1 133)**

[a] Represents highest level of authorized/proposed strength.
[b] Includes National Officers and national General Service staff.
[c] Provides for 5 international and 2 national positions for the Conduct and Discipline Team.

The actions to be taken by the General Assembly are set out in section IV of the present report.

I. Mandate and planned results

1. The mandate of the United Nations Mission in Ethiopia and Eritrea (UNMEE) was established by the Security Council in its resolutions 1312 (2000) and 1320 (2000) and further adjusted by the Council in its resolutions 1430 (2002) and 1531 (2004). The military strength of the Mission has also been adjusted by the Council in its resolutions 1560 (2004), 1622 (2005) and 1681 (2006). The most recent extension of the mandate was authorized by the Council in its resolution 1710 (2006).

2. The Mission is mandated to help the Security Council achieve an overall objective, namely, the peaceful settlement of the dispute between Ethiopia and Eritrea.

3. Within this overall objective, the Mission will, during the budget period, contribute to a number of expected accomplishments by delivering related key outputs, shown in the frameworks below. These frameworks are grouped by components: substantive civilian, military and support.

4. The expected accomplishments would lead to the fulfilment of the Security Council's objective within the lifetime of the Mission and the indicators of achievement show a measurement of progress towards such accomplishments during the budget period. The human resources of the Mission in terms of the number of personnel have been attributed to the individual components, with the exception of the Mission's executive direction and management, which can be attributed to the Mission as a whole. Variances in the number of personnel, compared to the original budget of 2006/07, have been explained under the respective components.

5. The main focus of the Mission during this period will be the implementation of Security Council resolution 1681 (2006), in which the Council authorized the reconfiguration of the UNMEE military component and approved the deployment within UNMEE of up to 2,300 troops, including up to 230 military observers, within its existing mandate, as stipulated in resolution 1320 (2000) and further adjusted in resolution 1430 (2002). With the reduction of the military strength from 3,404 to 2,300, the level of the support staff has been adjusted accordingly. The Mission has undertaken a review and the proposals on reductions for the civilian component are reflected in the present report.

6. The implementation of the reconfiguration plan was completed at the end of August 2006 and entailed, inter alia, a reduction in strength of two battalions, the administration and guard company, and a demining unit as well as the repatriation of an engineering unit. The remaining elements have been reorganized to meet the current operational requirements. The indicators of achievement and outputs have also been revised, where applicable.

Executive direction and management

7. Overall Mission direction and management are to be provided by the immediate Office of the Special Representative of the Secretary-General.

Table 1
Human resources: executive direction and management

	International staff										
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-1*	*Field Service*	*General Service*	*Security Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
Office of the Special Representative of the Secretary-General											
Approved 2006/07	1	1	3	—	—	2	—	**7**	4		**11**
Proposed 2006/07	1	1	3	—	2	2	—	**9**	1		**10**
Net change	—	—	—	—	**2**	—	—	**2**	**(3)**		**(1)**

[a] Includes National Officers and national General Service staff.

8. Following a review of staffing in the Office of the Special Representative of the Secretary-General, the following changes are proposed:

Justification

- **International staff: redeployment of 2 posts**

  The Special Representative of the Secretary-General travels frequently between Asmara and Addis Ababa. It has been determined that during his absences, the current administrative capacity of the Office is insufficient to meet the operational requirements of the Mission. It is therefore proposed that in order to provide additional administrative support to the Senior Legal Adviser and the Director of the Office of the Special Representative, 2 Field Service posts should be redeployed from the Office of Public Information.

- **National staff: reduction of 3 posts**

  In view of the downsizing of the Mission, it is proposed to redeploy 3 posts from the Office of the Special Representative. One of the 3 posts will be redeployed to the Office of the Deputy Special Representative under the substantive civilian component and the remaining 2 to the Office of the Chief of Administrative Services under the support component.

Component 1: Substantive civilian

Expected accomplishments	*Revised indicators of achievement*
1.1 Peaceful settlement of the border dispute between Ethiopia and Eritrea	1.1.1 Continued dialogue with each of the parties to the conflict in regular meetings/consultations with the head of Mission 50 meetings to be held in 2006/07 (53 in 2004/05; 64 in 2005/06)

Revised outputs

- Organization of 50 meetings and consultations between government officials of both parties with the head of mission
- 90 political meetings and briefings with external stakeholders of the peace process, including representatives of the five permanent Members of the Security Council, Friends of UNMEE, representatives of the diplomatic community in both countries, representatives of the European Union and the African Union and visiting delegates
- 10 field visits by the head of Mission and senior management to community officials in the temporary security zone and its adjacent areas
- Monthly instead of weekly press briefings supplemented by ad hoc press briefings, as required
- Video/radio programme production and broadcasts on Mission activities, including peacekeeping, humanitarian, human rights and progress on demarcation: 52 one-hour weekly radio short wave broadcasts in 7 languages to Ethiopia/Eritrea and FM transmission on Radio Eritrea; 7 direct advertisements to promote the radio programme; 12 videos of approximately 5-7 minutes duration
- Print media: 6 issues of 24-page *UNMEE News* magazine published every 2 months and 6 (4-6 pages) special editions, all in English, Amharic and Tigrigna, on various thematic Mission activities; 15,000 UNMEE calendars produced and distributed Mission-wide

Expected accomplishments	*Revised indicators of achievement*
1.2 Safe and secure living conditions in the temporary security zone and adjacent areas	1.2.1 Increase in the number of internally displaced persons in Ethiopia and Eritrea returned to their respective homes from 1,358 in 2004/05 to 20,576 in 2005/06 to 22,000 in 2006/07
	1.2.2 Increase in the total number of people resettled who were directly affected by the transfer of territory from 0 in 2004/05 to 0 in 2005/06 to 40,000 in 2006/07

Revised outputs

- 25 fact-finding and monitoring trips within the temporary security zone
- Participation in 8 collaborative meetings of the United Nations country teams in Eritrea and Ethiopia and the annual joint meetings of the country teams of both countries on humanitarian activities
- Implementation of 10 quick-impact projects in health, education and water in the temporary security zone and its adjacent areas, with frequent field visits to monitor progress and timely completion

Expected accomplishments	*Indicators of achievement*
1.3 Progress towards meeting human rights commitments contained in the Algiers Agreements	1.3.1 No change

Revised outputs

- 75 meetings to coordinate and advise on human rights policies to be implemented with local authorities in both countries and/or with civic groups in Ethiopia
- 85 monitoring visits to camps for internally displaced persons, refugees and returnees and other transit camps
- Organization/conduct of 25 human rights lectures, workshops and briefings during seminars for law enforcement officials, justice and prison officials and/or other government institutions, women's and youth associations, law enforcement and prison officials, civil society organizations and universities in both countries

Revised external factors

- No major natural disasters affecting the humanitarian situation will take place
- Regional stability will be maintained
- Voluntary contributions will be forthcoming in a timely manner
- Eritrea-Ethiopia Boundary Commission commences the physical demarcation of the border

Table 2
Human resources: Component 1, Substantive civilian

	International staff										
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-1*	*Field Service*	*General Service*	*Security Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
Office of the Deputy Special Representative of the Secretary-General, Asmara											
Approved 2006/07	1	—	1	—	—	1	—	**3**	—	—	3
Proposed 2006/07	1	—	1	—	—	1	—	**3**	1	—	4
Net change	—	—	—	—	—	—	—	—	**1**	—	1
Office of the Deputy Special Representative of the Secretary-General, Addis Ababa											
Approved 2006/07	—	1	1	—	—	1	—	**3**	3	—	6
Proposed 2006/07	—	1	1	—	—	1	—	**3**	2	—	5
Net change	—	—	—	—	—	—	—	—	**(1)**	—	(1)
Office of Political Affairs											
Approved 2006/07	—	1	6	8	—	2	—	**17**	—	—	17
Proposed 2006/07	—	1	5	5	—	2	—	**13**	—	—	13
Net change	—	—	**(1)**	**(3)**	—	—	—	**(4)**	—	—	(4)

	International staff										
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-1*	*Field Service*	*General Service*	*Security Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
Human Rights Office											
Approved 2006/07	—	—	3	4	—	2	—	**9**	2	6	**17**
Proposed 2006/07	—	—	3	3	—	2	—	**8**	4	3	**15**
Net change	—	—	—	**(1)**	—	—	—	**(1)**	**2**	**(3)**	**(2)**
Office of Public Information											
Approved 2006/07	—	—	4	4	5	1	—	**14**	9	4	**27**
Proposed 2006/07	—	—	2	5	3	1	—	**11**	8	4	**23**
Net change	—	—	**(2)**	**1**	**(2)**	—	—	**(3)**	**(1)**	—	**(4)**
HIV/AIDS Unit											
Approved 2006/07	—	—	1	—	—	—	—	**1**	—	—	**1**
Proposed 2006/07	—	—	1	—	—	—	—	**1**	—	—	**1**
Net change	—	—	—	—	—	—	—	—	—	—	—
Total											
Approved 2006/07	1	2	16	16	5	7	—	**47**	14	10	**71**
Proposed 2006/07	1	2	13	13	3	7	—	**39**	15	7	**61**
Net change	—	—	**(3)**	**(3)**	**(2)**	—	—	**(8)**	**1**	**(3)**	**(10)**

[a] Includes National Officers and national General Service staff.

Justification

- **International posts: reduction of 10 posts, redeployment of 1 post**

  In view of the downsizing of the Mission and the constraints imposed by the expulsion of staff of certain nationalities, it is apparent that the scope of the activities of several Offices in this component will, of necessity, diminish significantly. Given that the basic responsibilities are unchanged, the following changes are proposed in order to obtain the best operational outcome from the staffing that will remain:

  Office of Political Affairs: reduction of 1 P-4 and 2 P-3 Political Affairs Officer posts and the redeployment of 1 additional P-3 post to the Office of Public Information;

  Human Rights Office: reduction of 1 P-3 post and 3 United Nations Volunteers positions;

  Office of Public Information: reduction of 2 P-4 posts and 2 Field Service posts. These posts cover the functions of Deputy Spokesperson and Chief of the Radio Unit and 2 Public Information Assistants. To support the functions in the Radio Unit, it is proposed to redeploy 1 P-3 post from the Office of Political Affairs to serve as a Radio Producer

- **National staff: 1 additional post, redeployment of 2 posts**

  It is proposed that 1 of the 3 posts identified to be redeployed from the Office of the Special Representative should be redeployed to the Office of the Deputy Special Representative, Asmara, to serve as a Driver. It is also proposed that 2 posts, 1 from the Office of the Deputy Special Representative, Addis Ababa, and 1 from the Office of Public Information be redeployed to the Human Rights Office to provide support in place of departing United Nations Volunteers

Component 2: Military

Expected accomplishments	*Indicators of achievement*
2.1 Maintenance of separation of forces, security and integrity of the temporary security zone and its adjacent areas	2.1.1 No change

Revised outputs

- 52,560 military observer mobile patrol person days (4 military observers per patrol x twice a day x 18 team sites x 365 days)
- 936 challenge inspections inside the temporary security zone (18 team sites x 1 inspection per week x 52 weeks)
- 116,800 foot patrol person days (8 troops per patrol x twice a day x 20 posts x 365 days)
- 67,160 manned static observation post troop person days (8 troops per post x 23 posts (20 posts inside the temporary security zone plus 3 Sector headquarters outside the zone) x 365 days)
- 840 air patrol hours (4 two-hour patrols per week x 3 sectors x 35 weeks) (assuming that flights start on 1 November 2006)

Expected accomplishments	*Indicators of achievement*
2.2 Reduced threat of mines in the temporary security zone and its adjacent areas and facilitation of the demarcation process	2.2.1 and 2.2.2 No change

Revised outputs

- Investigation of 20 mine accidents

Revised external factors

- The situation in the Mission area remains stable
- The Eritrea-Ethiopia Boundary Commission commences the physical demarcation of the border
- The ban on helicopter flights will be lifted on 31 October 2006
- The parties do not impose further restrictions on the freedom of movement of UNMEE and permit access to priority areas, allowing mine action implementers to operate within International Mine Action Standards
- The parties will adhere to the Algiers Agreement on Cessation of Hostilities and there will not be any activities that would result in contamination or recontamination of known safe areas

Table 3
Human resources: Component 2, Military

Category	*Total*
I Military observers	
Approved 2006/07	**230**
Proposed 2006/07	**230**
Net change	—
II Military contingents	
Approved 2006/07	**3 174**
Proposed 2006/07	**2 070**
Net change	**(1 104)**

	International staff									
III Civilian staff	*USG-ASG*	*D-2-D-1*	*P-5-P-4*	*P-3-P-1*	*Field Service*	*General Service*	*Security Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
Office of the Force Commander											
Approved 2006/07	—	2	—	—	—	2	—	**4**	2	—	**6**
Proposed 2006/07	—	2	—	1	—	1	—	**4**	—	—	**4**
Net change	—	—	—	**1**	—	**(1)**	—	—	**(2)**	—	**(2)**
Military Coordination Commission secretariat											
Approved 2006/07	—	—	—	3	—	2	—	**5**	2	—	7
Proposed 2006/07	—	—	—	—	—	—	—	—	—	—	—
Net change	—	—	—	**(3)**	—	**(2)**	—	**(5)**	**(2)**	—	**(7)**
Subtotal, civilian staff											
Approved 2006/07	—	2	—	3	—	4	—	**9**	4	—	**13**
Proposed 2006/07	—	2	—	1	—	1	—	**4**	—	—	**4**
Net change	—	—	—	**(2)**	—	**(3)**	—	**(5)**	**(4)**	—	**(9)**
Grand total (I-III)											
Approved 2006/07	—	2	—	3	—	4	—	**9**	4	—	**3 417**
Proposed 2006/07	—	2	—	1	—	1	—	**4**	—	—	**2 304**
Net change	—	—	—	**(2)**	—	**(3)**	—	**(5)**	**(4)**	—	**(1 113)**

[a] Includes National Officers and national General Service staff.

Justification

- **International staff: reduction of 5 posts, redeployment of 1 post**

  In the process of reviewing the current staffing of this component, it has been recognized that the level of support initially envisaged for the Military Coordination Commission secretariat is no longer necessary and the remaining requirements can be consolidated within the Office of the Force Commander. It is therefore proposed to abolish 1 General Service post in the Office of the Force Commander, 2 P-3 and 2 General Service posts in the Military Coordination Commission secretariat and, at the same time, redeploy 1 P-3 post from the Military Coordination Commission secretariat to the Office of the Force Commander.

- **National staff: reduction of 4 national posts**

  As a result of the consolidation outlined above, it is also proposed to abolish 4 National posts in the Military Coordination Commission secretariat. These 4 posts will be redeployed to the support component.

Component 3: Support

Expected accomplishments	*Indicators of achievement*	
3.1 Effective and efficient logistical, administrative and security support to the Mission	3.1.1-3.1.3	No change

Revised outputs

Military and civilian personnel

- Emplacement, rotation and repatriation of an average troop strength of 2,162 and 230 military observers
- Supply of rations and water at 7 locations for an average troop strength of 2,162
- 2 contingent-owned equipment repatriation verification inspections; review of 7 memorandums of understanding
- Administration of 210 international staff, 250 national staff and 68 United Nations Volunteers

Facilities and infrastructure

- Maintenance of 38 leased facilities (buildings or land) and 25 land parcels free of charge in 35 locations throughout the Mission area
- Maintenance of 11 United Nations water wells throughout the Mission area
- Operation and maintenance of 211 generators
- Operation and maintenance of 1,960 air conditioners
- Maintenance of 70 km of supply routes, including repair of 22 km
- Maintenance of 18 helicopter landing sites

Ground transportation

- Operation and maintenance of 486 vehicles, including 53 armoured scout vehicles and vehicle attachments in 7 locations

Air transportation

- Operation and maintenance of 2 fixed-wing, 5 Mi-8 and 2 B212 rotary-wing aircraft

Communications

- Support and maintenance of a satellite network consisting of 30 Earth station hubs to provide voice, fax, video and data communications
- Support and maintenance of telephone infrastructure of 18 PABX exchanges and 64 rural and microwave links
- Support and maintenance of 40 VHF repeaters facilitating a VHF network of 705 portable, 524 mobile and 61 base station VHF radios

Information technology

- Support and maintenance of 570 desktop computers, 192 laptops, 266 printers, 5 plotters and 79 servers in 25 locations
- Support and maintenance of the wireless network

Table 4
Human resources: Component 3, Support

	International staff										
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-1*	*Field Service*	*General Service*	*Security Service*	***Subtotal***	*National staff*	*United Nations Volunteers*	***Total***
Office of the Chief Administrative Officer											
Approved 2006/07	—	1	2	4	17	4	—	**28**	45	21	**94**
Proposed 2006/07	—	1	2	2	9	2	—	**16**	54	9	**79**
Net change	—	—	—	**(2)**	**(8)**	**(2)**	—	**(12)**	**9**	**(12)**	**(15)**
Office of the Chief of Administrative Services											
Approved 2006/07	—	—	6	11	21	3	—	**41**	42	6	**89**
Proposed 2006/07	—	—	6	8	23	3	—	**40**	44	6	**90**
Net change	—	—	—	**(3)**	**2**	—	—	**(1)**	**2**	—	**1**
Office of Integrated Support Services											
Approved 2006/07	—	-	10	13	45	8	—	**76**	131	37	**244**
Proposed 2006/07	—	—	10	14	43	10	—	**77**	128	46	**251**
Net change	—	—	—	**1**	**(2)**	**2**	—	**1**	**(3)**	**9**	**7**

	International staff										
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-1*	*Field Service*	*General Service*	*Security Service*	**Subtotal**	*National staff*[a]	*United Nations Volunteers*	*Total*
Security Section											
Approved 2006/07	—	—	1	3	15	1	—	**20**	8	—	**28**
Proposed 2006/07	—	—	1	2	16	1	—	**20**	6	—	**26**
Net change	**—**	**—**	**—**	**(1)**	**1**	**—**	**—**	**—**	**(2)**		**(2)**
Conduct and Discipline Team[b]											
Approved 2006/07	—	—	3	1	1	—	—	—	2	—	7
Proposed 2006/07	—	—	3	1	1	—	—	—	2	—	7
Net change	**—**	**—**	**—**	**—**	**—**	**—**	**—**	**—**	**—**	**—**	**—**
Total											
Approved 2006/07	—	1	22	32	99	16	—	**170**	228	64	**462**
Proposed 2006/07	—	1	22	27	92	16	—	**158**	234	61	**453**
Net change	**—**	**—**	**—**	**(5)**	**(7)**	**—**	**—**	**(12)**	**6**	**(3)**	**(9)**

[a] Includes National Officers and national General Service staff.

[b] Funded under general temporary assistance.

Justification

- **International staff: net reduction of 12 posts and 3 United Nations Volunteers positions**

  As a direct result of the downsizing of the Mission, the following changes in the structure of the Offices that make up this component have become necessary:

  Office of the Chief Administrative Officer: proposed reduction of 2 P-3 posts, 8 Field Service posts, 2 General Service posts and 3 United Nations Volunteers positions and redeployment of 9 United Nations Volunteers positions to the Office of Integrated Support Services

  Office of the Chief of Administrative Services: proposed reduction of 1 P-3 post, redeployment of 2 P-2 posts to the Office of Integrated Support Services and, in exchange, 2 Field Service posts will be redeployed from the Office of Integrated Support Services

  Office of Integrated Support Services: proposed (i) reduction of 1 P-3 post; (ii) reduction of 2 Field Service posts to be redeployed to the Office of the Chief of Administrative Services; (iii) 2 additional General Service posts deployed from the Office of the Chief Administrative Officer; (iv) 9 additional United Nations Volunteers positions redeployed from the Office of the Chief Administrative Officer; and (v) 2 additional P-2 posts redeployed from the Office of the Chief of Administrative Services

- **National staff: reduction of 11 posts**

  In order to support the foregoing restructuring and compensate to some degree for the loss of some posts formerly staffed by internationally recruited personnel, the following redeployments are also proposed:

Office of the Chief Administrative Officer: addition of 9 posts, 2 from the Security Section, 3 from the Office of Integrated Support Services and 4 from the Office of the Force Commander/Military Coordination Commission

Office of the Chief of Administrative Services: 2 posts redeployed from Office of the Special Representative of the Secretary-General

Office of Integrated Support Services: reduction of 3 posts redeployed to the Office of the Chief of Administrative Services

Security Section: as security is considered an internal support function, the related posts (1 P-4, 1 P-3, 1 P-2, 16 Field Service and 1 General Service) and changes in the Security Section have been reflected under this component. In this regard, it has been determined that it is no longer necessary to maintain 2 Security Officer posts at the P-2 level. It is therefore proposed to abolish 1 P-2 post and replace it with 1 of the 8 Field Service posts from the Office of the Chief Administrative Officer

Conduct and Discipline Team: 5 international (1 P-5, 2 P-4, 1P2, 1 FS) and 2 national general temporary assistance positions are included for the Conduct and Discipline Team

II. Resource requirements

A. Overall

(Thousands of United States dollars. Budget year is 1 July 2006 to 30 June 2007)

Category	Expenditures (2005/06) (1)	Current apportionment (2006/07) (2)	Revised cost estimates (2006/07) (3)	Variance Amount (4)=(3)-(2)	Variance Percentage (5)=(4)÷(2)
Military and police personnel					
Military observers	7 120.8	7 822.8	7 822.8	—	—
Military contingents	70 936.6	70 262.5	55 347.2	(14 915.3)	(21.2)
Civilian police	—	—	—	—	—
Formed police units	—	—	—	—	—
Subtotal	**78 057.4**	**78 085.3**	**63 170.0**	**(14 915.3)**	**(19.1)**
Civilian personnel					
International staff[a]	24 107.8	29 178.8	22 113.6	(7 065.2)	(24.2)
National staff[b]	1 150.7	1 198.4	1 329.8	131.4	11.0
United Nations Volunteers	2 519.9	2 564.7	2 405.3	159.4	6.2
Subtotal	**27 778.4**	**32 941.9**	**25 848.7**	**(7 093.2)**	**(21.5)**
Operational costs					
General temporary assistance	—	622.3	622.3	—	—
Government-provided personnel	—	—	—	—	—
Civilian electoral observers	—	—	—	—	—
Consultants	6.5	—	—	—	—
Official travel	726.9	520.7	666.8	146.1	28.1
Facilities and infrastructure	14 765.9	16 481.3	14 794.9	(1 686.4)	(10.2)
Ground transportation	4 550.3	6 094.5	5 888.2	(206.3)	(3.4)
Air transportation	12 849.7	22 471.8	15 587.2	(6 884.6)	(30.6)
Naval transportation	—	—	—	—	—
Communications	4 487.0	5 760.8	4 885.4	(875.4)	(15.2)
Information technology	931.8	1 088.5	1 021.6	(66.9)	(6.1)
Medical	2 510.1	2 168.5	1 590.3	(578.2)	(26.7)
Special equipment	1 275.7	1 387.7	992.5	(395.2)	(28.5)
Other supplies, services and equipment	8 056.3	7 055.9	10 448.5	3 392.6	48.1
Quick-impact projects	—	—	—	—	—
Subtotal	**50 160.2**	**63 652.0**	**56 497.7**	**(7 154.3)**	**(11.2)**
Gross requirements	**155 996.0**	**174 679.2**	**145 516.4**	**(29 162.8)**	**(16.7)**
Staff assessment income	3 511.1	3 563.7	2 751.0	(812.7)	(22.8)
Net requirements	**152 484.9**	**171 115.5**	**142 765.4**	**(28 350.1)**	**(16.6)**
Voluntary contributions in kind (budgeted)	—	—	—	—	—
Total requirements	**155 996.0**	**174 679.2**	**145 516.4**	**(29 162.8)**	**(16.7)**

[a] Cost estimates for the revised 2006/07 are inclusive of a 20 per cent vacancy rate compared to a 5 per cent vacancy rate applied in the initial 2006/07 budget.

[b] Cost estimates for revised 2006/07 are inclusive of a 5 per cent vacancy rate compared to a 2 per cent vacancy rate applied in the initial 2006/07 budget.

B. Contingent-owned equipment: major equipment and self-sustainment

9. The revised requirements for the period from 1 July 2006 to 30 June 2007 are based on standard reimbursement rates for major equipment (wet-lease) and self-sustainment in the total amount of $20,553,600 as follows:

(Thousands of United States dollars)

Category	*Revised estimated amount*
Major equipment	
Military observers	—
Military contingents	12 220.7
Formed police units	—
Subtotal	**12 220.7**
Self-sustainment	
Facilities and infrastructure	
Catering (kitchen facilities)	657.2
Office equipment	534.7
Electrical	642.4
Minor engineering	398.0
Laundry and cleaning	550.4
Tentage	—
Accommodation	16.3
Miscellaneous general stores	1 128.3
Unique equipment	
Field defence stores	—
Communications	
Communications	2 149.4
Medical	
Medical services	1 315.6
Special equipment	
Explosive ordnance disposal	185.7
Observation	755.0
Identification	—
Nuclear, biological and chemical protection	—
Subtotal	**8 332.9**
Total	**20 553.6**

Mission factors	*Percentage*	*Effective date*	*Last review date*
A. Applicable to Mission area			
Extreme environmental condition factor	1.10	1 July 2004	2 July 2004
Intensified operational condition factor	3.80	1 July 2004	1 July 2002
Hostile action/forced abandonment factor	1.90	1 July 2004	1 July 2002
B. Applicable to home country			
Incremental transportation factor	0.25-3.50		

C. Training

10. The initial and revised estimated requirements for training for the period from 1 July 2006 to 30 June 2007 are as follows:

(Thousands of United States dollars)

Category	*Initial estimated amount*	*Revised estimated amount*
Consultants		
Training consultants	—	—
Official travel		
Official travel, training	109.0	109.0
Other supplies, services and equipment		
Training fees, supplies and services	179.4	145.8
Total	**288.4**	**254.8**

11. The change in requirements is due to the exclusion of some costs for training previously planned for Asmara but now rescheduled outside the Mission area.

III. Analysis of variances[1]

Reference

The present section describes the single largest contributing factor of each resource variance according to specific standard options encompassed in the four standard categories listed below:

- **Mandate:** variances caused by changes in the scale or scope of the mandate, or changes in the expected accomplishments as driven by the mandate
- **External:** variances caused by parties or situations external to the United Nations
- **Cost parameters:** variances caused by United Nations regulations, rules and policies
- **Management:** variances caused by management actions to achieve planned results more effectively (e.g. by reprioritizing or adding certain outputs) or efficiently (e.g. by taking measures to reduce personnel or operational inputs while maintaining the same level of outputs) and/or from performance-related issues (e.g. by having underestimated the costs or quantities of inputs required to produce a certain level of outputs, or by delayed recruitment)

	Variance	
Military contingents	($14 915.3)	(21.2%)

- **Management: reduced inputs and outputs**

12. The variance is due primarily to the reduced provision for reimbursement to troop-contributing countries for troop costs and contingent-owned equipment provided under self-sustainment, and for rations, resulting from the reduction in the authorized strength of the military from 3,174 to 2,070 in accordance with Security Council resolution 1681 (2006).

	Variance	
International staff	($7 065.2)	(24.2%)

- **Management: reduced inputs and outputs**

13. The variance under this heading is attributable to the proposed reduction of 23 international posts in relation to the downsizing of the military component as well as the application of a 20 per cent vacancy rate.

[1] Resource variance amounts are expressed in thousands of United States dollars.

	Variance	
National staff	$131.4	11%

- **Cost parameters: additional inputs and same outputs**

14. The variance is due to the implementation of revised salary scales effective 1 March 2006 for Asmara and 1 April 2006 for Addis Ababa. The estimate also takes into account a 5 per cent vacancy rate.

	Variance	
United Nations Volunteers	($159.4)	(6.2%)

- **Management: reduced inputs and outputs**

15. The variance is due primarily to the proposed reduction in the number of Volunteers from 74 to 68.

	Variance	
Official travel	$146.1	28.1%

- **Management: additional inputs and outputs**

16. The variance is due primarily to the inclusion of costs for anticipated travel to London to facilitate the work of the Eritrea-Ethiopia Boundary Commission.

	Variance	
Facilities and infrastructure	($1 686.4)	(10.2%)

- **Management: reduced inputs and outputs**

17. The most significant factor contributing to the variance is reduced requirements for reimbursement to troop-contributing countries for contingent-owned equipment provided under self-sustainment as a result of the reduction in the authorized strength of the military from 3,174 to 2,070 in accordance with Security Council resolution 1681 (2006).

	Variance	
Ground transportation	($206.3)	(3.4%)

- **Management: reduced inputs and outputs**

18. The most significant factor contributing to the variance is the reduction in requirements under petrol, oil and lubricants resulting from a smaller vehicle establishment owing to the downsizing.

	Variance	
Air transportation	($6 884.6)	(30.6%)

- **Management: reduced inputs and outputs**

19. The variance is due primarily to a reduction in the helicopter fleet from nine to seven and to lower overall rental costs, as rental for four of the helicopters is calculated for 8 months instead of 12 months. The variance also reflects reduced provisioning for petrol, oil and lubricants based on a net reduction of 1,810 fewer flying hours than originally budgeted for both fixed-wing aircraft and helicopters.

	Variance	
Communications	($875.4)	(15.2%)

- **Management: reduced inputs and outputs**

20. The most significant factor contributing to the variance is reduced requirements for reimbursement to troop-contributing countries for contingent-owned equipment provided under self-sustainment as a result of the reduction in the authorized strength of the military from 3,174 to 2,070 in accordance with Security Council resolution 1681 (2006).

	Variance	
Information technology	($66.9)	(6.1%)

- **Management: reduced inputs and outputs**

21. The variance is due mainly to the use of new server software technology which has resulted in the cancellation of plans to replace five servers.

	Variance	
Medical	($578.2)	(26.7%)

- **Management: reduced inputs and outputs**

22. The most significant factor contributing to the variance is reduced requirements for reimbursement to troop-contributing countries for contingent-owned equipment provided under self-sustainment as a result of the reduction in the authorized strength of the military from 3,174 to 2,070 in accordance with Security Council resolution 1681 (2006).

	Variance	
Special equipment	($395.2)	(28.5%)

- **Management: reduced inputs and outputs**

23. The most significant factor contributing to the variance is reduced requirements for reimbursement to troop-contributing countries for contingent-owned equipment provided under self-sustainment as a result of the reduction in the authorized strength of the military from 3,174 to 2,070 in accordance with Security Council resolution 1681 (2006).

	Variance	
Other supplies, services and equipment	3 992.6	48.1%

- **Management: additional inputs and outputs**

24. The variance is due primarily to the inclusion of requirements for demining services in support of demarcation based on the memorandum of agreement with the United Nations Office for Project Services. The additional provision relates primarily to mine clearance for the construction of pillar sites.

IV. Actions to be taken by the General Assembly

25. **The actions to be taken by the General Assembly in connection with the financing of the Mission are:**

(a) **To reduce the appropriation of $174,679,200 provided by resolution 60/272 for the maintenance of the Mission for the 12-month period from 1 July 2006 to 30 June 2007 by the amount of $29,162,800 to $145,516,400;**

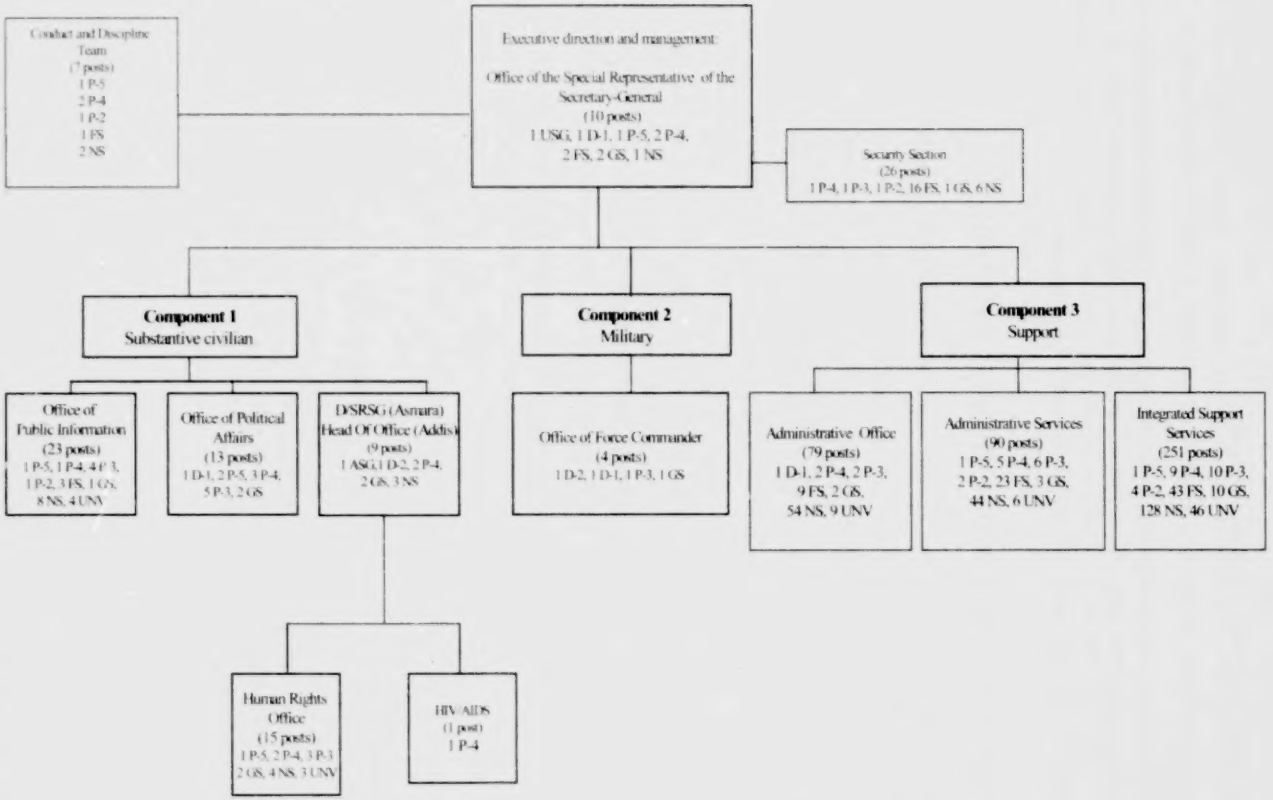
(b) **To reduce the amount of staff assessment income from $3,563,700 to $2,751,000;**

(c) **To assess the additional amount of $61,956,100 for the period from 1 January to 30 June 2007 at a monthly rate of $10,326,016, should the Security Council decide to continue the mandate of the Mission.**

Annex

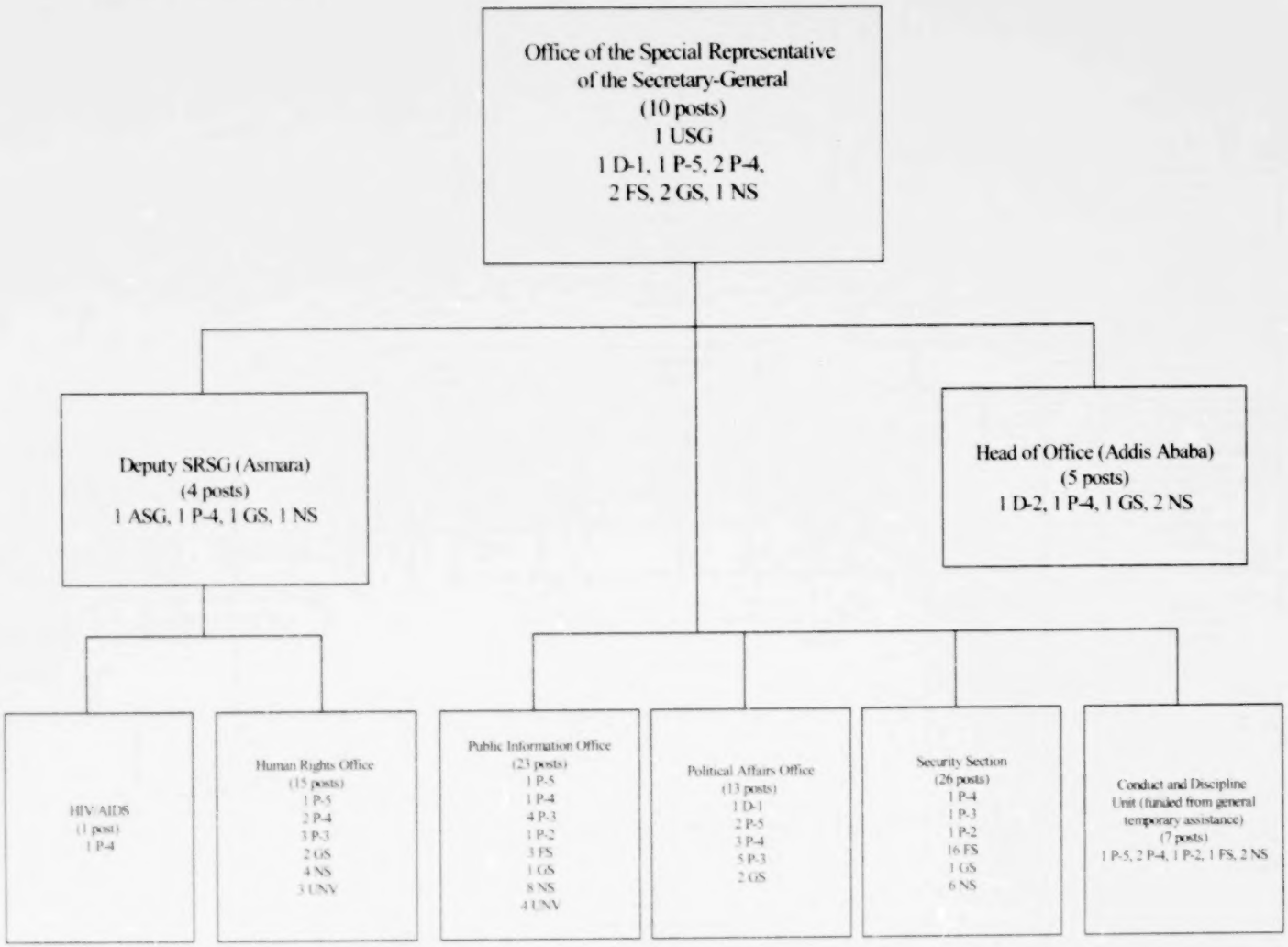
Organization charts*

A. United Nations Mission in Ethiopia and Eritrea

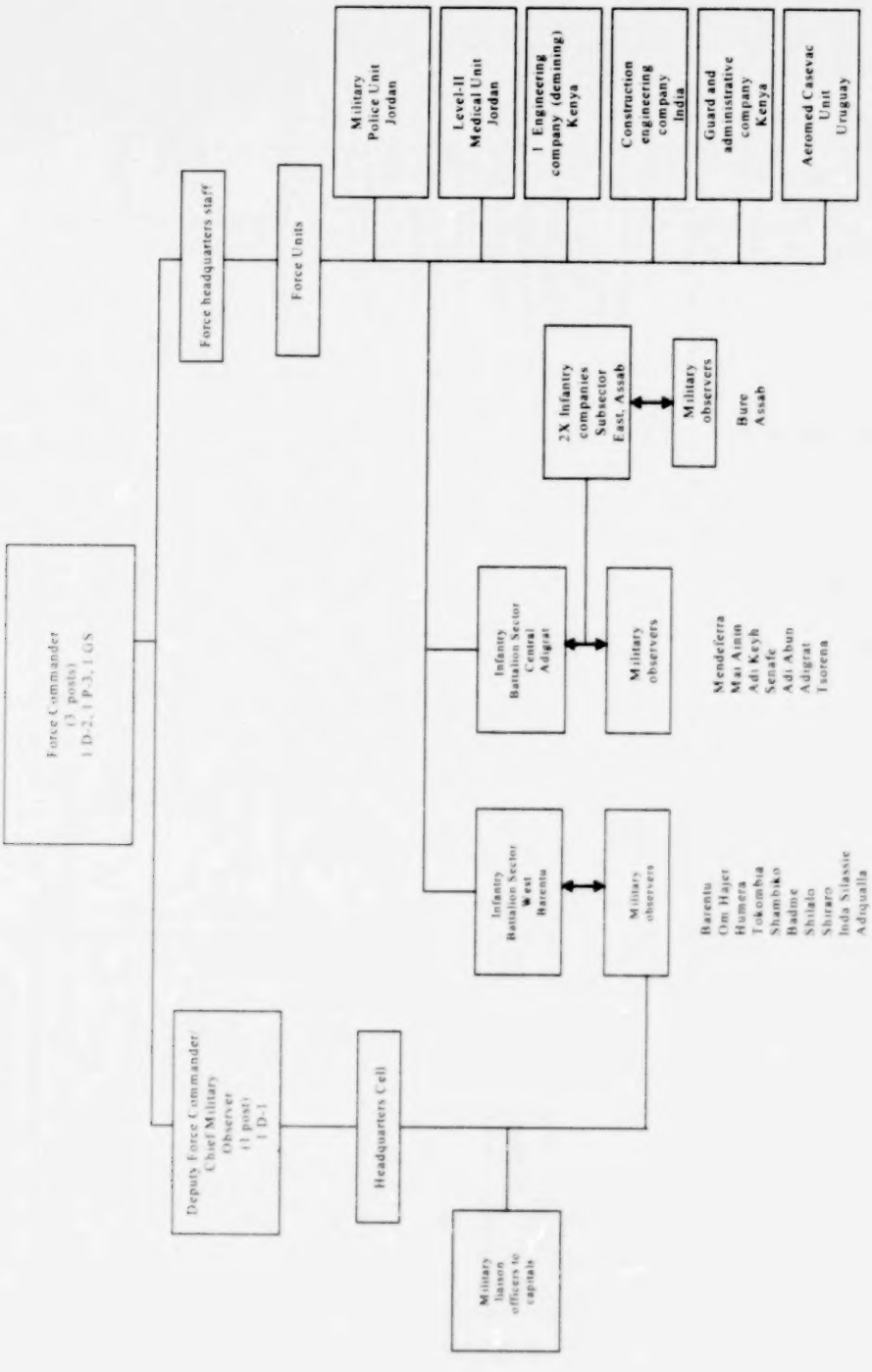

Conduct and Discipline Team
(7 posts)
1 P-5
2 P-4
1 P-2
1 FS
2 NS
Executive direction and management
Office of the Special Representative of the Secretary-General
(10 posts)
1 USG, 1 D-1, 1 P-5, 2 P-4, 2 FS, 2 GS, 1 NS
Security Section
(26 posts)
1 P-4, 1 P-3, 1 P-2, 16 FS, 1 GS, 6 NS
Component 1
Substantive civilian
Component 2
Military
Component 3
Support
Office of Public Information
(23 posts)
1 P-5, 1 P-4, 4 P-3, 1 P-2, 3 FS, 1 GS, 8 NS, 4 UNV
Office of Political Affairs
(13 posts)
1 D-1, 2 P-5, 3 P-4, 5 P-3, 2 GS
D/SRSG (Asmara)
Head Of Office (Addis)
(9 posts)
1 ASG, 1 D-2, 2 P-4, 2 GS, 3 NS
Office of Force Commander
(4 posts)
1 D-2, 1 D-1, 1 P-3, 1 GS
Administrative Office
(79 posts)
1 D-1, 2 P-4, 2 P-3, 9 FS, 2 GS, 54 NS, 9 UNV
Administrative Services
(90 posts)
1 P-5, 5 P-4, 6 P-3, 2 P-2, 23 FS, 3 GS, 44 NS, 6 UNV
Integrated Support Services
(251 posts)
1 P-5, 9 P-4, 10 P-3, 4 P-2, 43 FS, 10 GS, 128 NS, 46 UNV
Human Rights Office
(15 posts)
1 P-5, 2 P-4, 3 P-3, 2 GS, 4 NS, 3 UNV
HIV/AIDS
(1 post)
1 P-4

* *Abbreviations*: USG, Under-Secretary-General; ASG, Assistant Secretary-General; D/SRSG, Deputy Special Representative of the Secretary-General; FS, Field Service; GS, General Service; NS, national staff; UNV, United Nations Volunteers.

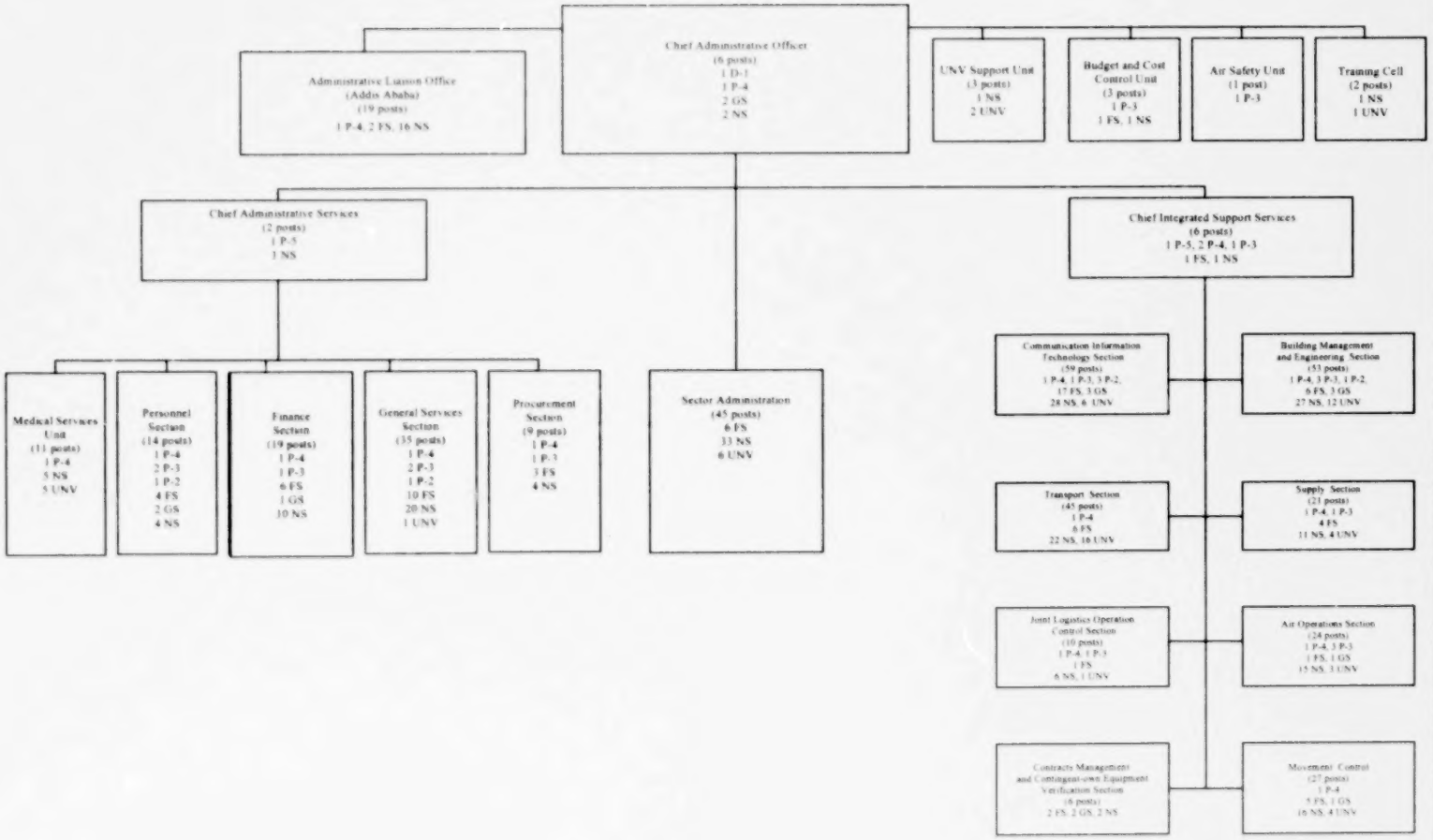
B. Substantive civilian



C. Military


Force Commander
(3 posts)
1 D-2, 1 P-3, 1 GS
Deputy Force Commander
Chief Military
Observer
(1 post)
1 D-1
Force headquarters staff
Force Units
Military
Police Unit
Jordan
Level-II
Medical Unit
Jordan
1 Engineering
company (demining)
Kenya
Construction
engineering
company
India
Guard and
administrative
company
Kenya
Aeromed Casevac
Unit
Uruguay
Headquarters Cell
Military
liaison
officers to
capitals
Infantry
Battalion Sector
West
Barentu
Military
observers
Barentu
Om Hajer
Humera
Tokombia
Shambiko
Badme
Shilalo
Shiraro
Inda Silassie
Adiqualla
Infantry
Battalion Sector
Central
Adigrat
Military
observers
Mendefera
Mai Amin
Adi Keyh
Senafe
Adi Abun
Adigrat
Tsorena
2X Infantry
companies
Subsector
East, Assab
Military
observers
Bure
Assab

D. Support


Chief Administrative Officer
(6 posts)
1 D-1
1 P-4
2 GS
2 NS
Administrative Liaison Office
(Addis Ababa)
(19 posts)
1 P-4, 2 FS, 16 NS
UNV Support Unit
(3 posts)
1 NS
2 UNV
Budget and Cost Control Unit
(3 posts)
1 P-3
1 FS, 1 NS
Air Safety Unit
(1 post)
1 P-3
Training Cell
(2 posts)
1 NS
1 UNV
Chief Administrative Services
(2 posts)
1 P-5
1 NS
Chief Integrated Support Services
(6 posts)
1 P-5, 2 P-4, 1 P-3
1 FS, 1 NS
Medical Services Unit
(11 posts)
1 P-4
5 NS
5 UNV
Personnel Section
(14 posts)
1 P-4
2 P-3
1 P-2
4 FS
2 GS
4 NS
Finance Section
(19 posts)
1 P-4
1 P-3
6 FS
1 GS
10 NS
General Services Section
(35 posts)
1 P-4
2 P-3
1 P-2
10 FS
20 NS
1 UNV
Procurement Section
(9 posts)
1 P-4
1 P-3
3 FS
4 NS
Sector Administration
(45 posts)
6 FS
33 NS
6 UNV
Communication Information Technology Section
(59 posts)
1 P-4, 1 P-3, 3 P-2,
17 FS, 3 GS
28 NS, 6 UNV
Building Management and Engineering Section
(53 posts)
1 P-4, 3 P-3, 1 P-2,
6 FS, 3 GS
27 NS, 12 UNV
Transport Section
(45 posts)
1 P-4
6 FS
22 NS, 16 UNV
Supply Section
(21 posts)
1 P-4, 1 P-3
4 FS
11 NS, 4 UNV
Joint Logistics Operation Control Section
(10 posts)
1 P-4, 1 P-3
1 FS
6 NS, 1 UNV
Air Operations Section
(24 posts)
1 P-4, 3 P-3
1 FS, 1 GS
15 NS, 3 UNV
Contracts Management and Contingent-owned Equipment Verification Section
(6 posts)
2 FS, 2 GS, 2 NS
Movement Control
(27 posts)
1 P-4
5 FS, 1 GS
16 NS, 4 UNV

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Agenda items 129 and 130

Financing of the International Criminal Tribunal for the Prosecution of Persons Responsible for Genocide and Other Serious Violations of International Humanitarian Law Committed in the Territory of Rwanda and Rwandan Citizens Responsible for Genocide and Other Such Violations Committed in the Territory of Neighbouring States between 1 January and 31 December 1994

Financing of the International Tribunal for the Prosecution of Persons Responsible for Serious Violations of International Humanitarian Law Committed in the Territory of the Former Yugoslavia since 1991

Financial and any other implications resulting from the introduction of a staff retention bonus at the International Criminal Tribunal for Rwanda and the International Tribunal for the Former Yugoslavia

Report of the Secretary-General

Summary

The Secretary-General, in his report of 17 October 2005 on staff retention and legacy issues (A/60/436), put forward proposals on ways to ameliorate the staffing situation at the International Criminal Tribunal for Rwanda and the International Tribunal for the Former Yugoslavia. In his report, the Secretary-General outlined initial measures already implemented by the Tribunals, which could be adopted within the existing regulations and rules and as such did not require legislative mandate. The report also contained a proposal for the establishment of a retention bonus for staff members who are required to remain with the Tribunals until their posts are no longer required.

In its report on the financing of the Tribunals (A/60/591), the Advisory Committee on Administrative and Budgetary Questions noted that the idea had merit and should be pursued. However, the Advisory Committee requested that an analysis

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of the financial and any other implications resulting from the introduction of such a measure should be presented to the General Assembly before it is requested to pronounce itself on this matter. In its resolutions 60/241 and 60/243, the General Assembly endorsed the conclusions and recommendations of the Advisory Committee.

The present report is submitted in response to General Assembly resolutions 60/241 and 60/243. It contains a detailed analysis of the financial and other implications resulting from the introduction of a retention bonus at the International Criminal Tribunal for Rwanda and the International Tribunal for the Former Yugoslavia.

I. Introduction

1. In its resolutions 59/273 and 59/274 of 23 December 2004, the General Assembly requested the Secretary-General, in consultation with the International Criminal Tribunal for Rwanda and the International Tribunal for the Former Yugoslavia to submit proposals on ways to ameliorate the staffing situation at the Tribunals in the context of the proposed budget for the biennium 2006-2007. In addition, the Assembly requested the Secretary-General to make every effort to reduce the vacancy rate and improve staff retention at the Tribunals, including by extending the contracts of staff performing functions that are central to the implementation of the completion strategy beyond the period of the current budget.

2. Pursuant to that request, in section I of his report of 17 October 2005 on staff retention and legacy issues (A/60/436), the Secretary-General identified measures aimed at improving staff retention at the Tribunals. In paragraphs 8 to 11 of his report, the Secretary-General addressed initial measures already implemented by the Tribunals, which could be adopted within the existing regulations and rules and as such did not require legislative mandate. It will be recalled that those arrangements include: (a) extension of the length of employment contracts to a period of two years to all staff at the Tribunals; (b) establishment of an internal G-to-P examination; (c) reduction of the required post incumbency from two years to one year before staff can apply for posts at a higher level in the Tribunals; (d) recruitment of qualified spouses; and (e) expansion of training options. In addition to outlining the measures already implemented, the Secretary-General put forward a proposal for the establishment of a retention bonus for staff members who are required to remain with the Tribunals until their posts are no longer needed.

3. In its report on the financing of the Tribunals (A/60/591), the Advisory Committee on Administrative and Budgetary Questions encouraged the Tribunals to implement those measures outlined in the report of the Secretary-General which could be adopted within the existing rules and regulations and did not require legislative authorization. As regards the retention bonus, the Advisory Committee noted that the idea had merit and should be pursued. However, the Committee requested that an analysis of the financial and any other implications resulting from the introduction of such a measure be provided to the General Assembly before it is requested to pronounce itself on the matter. The General Assembly, in its resolutions 60/241 and 60/243, endorsed the conclusions and recommendations contained in the report of the Advisory Committee.

4. The present report is submitted pursuant to the request of the Advisory Committee. It contains a detailed analysis of the financial and other implications resulting from the introduction of a retention bonus at the International Tribunal for the Former Yugoslavia and the International Criminal Tribunal for Rwanda.

II. Importance of retaining highly skilled and specialized staff

5. In the past two years, staff have been leaving the Tribunals well in advance of the completion of their appointments for positions in other organizations of the United Nations common system, peacekeeping missions, the International Criminal Court and ad hoc entities. The current high rate of rotation is clearly disrupting the normal operations of the Tribunals. Departures of key personnel in many areas of

the Tribunals (such as investigations, appeals, prosecution and Chambers) continue to have a negative impact on the pace of trial activity and, by extension, on the dates of the completion strategies. As the Tribunals are moving closer to the completion of their mandates, it is expected that the number of departures will increase further. That will slow down the speed with which trials are completed. In addition, the costs associated with the recruitment and training of new staff could be considerable, which in turn could put the Tribunals in a vulnerable position and affect their ability to meet time and quality demands for completing their mandate.

6. As indicated in the report of the Secretary-General, the Tribunals are required to function at maximum speed and efficiency in order to complete all proceedings by the dates specified in their completion strategies. A critical aspect of reaching those targets is maintaining highly skilled and specialized staff, even in the face of the need for an orderly downsizing of the workforce. The Tribunals run large and complex trials that generate tens of thousands of pages of documentation. Many of the staff attached to the trials have acquired in-depth knowledge of the cases over an extended period of time. Such knowledge cannot easily be replaced, and the learning curve required to enable new staff to cope adequately with ongoing cases is both time-consuming and expensive.

7. The specialized knowledge of the regions and the respective conflicts, the knowledge of international law (much of which has been developed within the Tribunals) and the operation of an international criminal tribunal are all unique to the Tribunals and their staff. In all categories and occupational groups, the staff at the Tribunals possess skills and institutional knowledge that make them essential to the daily functioning of those institutions. With each departure of staff, institutional knowledge and specific expertise is lost and must be learned by a new recruit, at all levels and in all functions. The time needed to bring new staff up to speed has an immediate impact on the effectiveness and timeliness of court activity and related actions (for example, appeals and judgements). It is also important to note that such skills and knowledge are not limited to staff in the legal occupations. Other important areas include language services, court management services, security, assistance to witnesses and information technology support. In addition, it would be essential to retain key staff in the areas of personnel, finance and general services during the final stages of the Tribunals. The above-mentioned legal and administrative functions are not limited to staff in the Professional category. Many General Service functions are also critical to the smooth running of trials (for example, trial managers, court reporters, witness assistants and video directors) and the general backstopping of the operations of the Tribunals.

8. The retention and continuity of specialized staff in both the Professional and General Service categories is therefore essential for the Tribunals to maintain the fast pace of trial activity required to meet the targets of the completion strategies.

9. While a number of internal arrangements aimed at improving job security, alleviating staff concerns and providing opportunities for staff development have been put in place and have had and continue to have a positive impact on staff morale, they are not sufficient by themselves to motivate staff to remain with the Organization until their posts are abolished or until the Tribunal's mandate is completed. For those reasons, in his report, the Secretary-General proposed the introduction of a retention bonus. The methodology suggested for the payment of such a bonus is derived by reference to the principle contained in annex III to the

Staff Regulations, which provides for average payments equivalent to one month of salary per year of service. The proposed payment would also be consistent with the practice followed by other public and private sector companies in applying retention policy models. The proposed bonus would apply only to the Tribunals, whose unique status is anchored in the fact that: (a) their mandate is temporary in nature; (b) a large proportion of their staff perform specialized functions not normally found in the United Nations system; and (c) they will both close down in accordance with the completion strategies.

10. Under the envisaged scheme, it is proposed that the retention bonus would only apply to staff who are required to remain with the Tribunals until their posts are no longer needed. The bonus, which would cover service only with the Tribunals, would not be payable in the following situations:

(a) Separation from service or resignation prior to the cessation of or need for services;

(b) Fixed-term appointment terminated or not renewed on disciplinary grounds or owing to reasons specified in staff regulation 9.1 (a) or for such other reason as may be specified in the letter of appointment;

(c) Less than two years of service were completed at the time the bonus is due.

III. Analysis of the financial and other implications arising from the implementation of a retention bonus

11. In order to determine the financial implications of the proposed retention bonus, the Tribunals carried out an analysis of the costs applicable under the status quo as compared with the costs associated with the payment of a retention bonus. The cost components included in the analysis are: (a) the loss of productivity (delays in the proceedings); (b) the direct costs of appointment and separation of staff (rotation costs); and (c) the actual payment of the retention bonus.

A. Loss of productivity

12. As mentioned in the preceding paragraphs, over the past years staff have been leaving the Tribunals well in advance of the completion of their contracts for positions in other United Nations and intergovernmental organizations. If that trend continues, a situation may arise in which the Tribunals will have to delay cases owing to the non-availability of experienced staff to support the proceedings. For instance, the Office of the Prosecutor in both Tribunals deals with a number of very complex trials involving many years of pre-trial activity and extensive research encompassing enormous amounts of information and evidence collected under the leadership of a senior trial attorney. The senior trial attorney is the leader of the prosecution team and conducts most of the prosecution work in court (presenting the case, interviewing and cross-examining witnesses, submitting motions and raising legal and factual issues). The departure of senior trial attorneys would impact negatively on the normal development of the case, particularly if it takes place during the actual conduct of a trial. The Office of the Prosecutor has a limited number of attorneys who, in addition to their trial workload, are also very much

involved in pre-trial preparations. Given current staffing complements, the Office the Prosecutor is not in a position to cover vacancies through the internal redeployment of posts. Therefore, when a trial attorney leaves, the office is compelled to recruit an external candidate. Precious time is wasted with each new recruitment. As the dates of completion draw near, recruitment timelines are expected to widen. Once recruited, new staff need several months to become acquainted with the Tribunals' legal systems and procedures in order to be in a position to provide the leadership required for the successful conduct of trials and appeals. During this learning period, which can range from 6 to 12 months, the productivity, and hence the efficiency, of the Office of the Prosecutor is greatly affected. Likewise, the departure of investigators would also slow down the pace of trials. Both Tribunals have investigators who have been working for years on one or two cases and have developed critical institutional memory. The loss of such expertise would not only affect the completion time of trials, but would also deny effective and efficient trial support, which in turn could affect the outcome of the case.

13. Likewise, the Chambers have a relatively small number of legal officers who provide dedicated support to the judges during the conduct of all proceedings. It is not unusual for Chambers staff to leave the Tribunal to pursue more stable career opportunities, particularly in the light of the limited scope for promotion. Several such jobs are currently under recruitment and more will undoubtedly become vacant as the Tribunals approach the completion of their mandates. Given the specialized qualifications and experience required of Chambers staff, it would normally take several months before new recruits could be considered to be fully operational. Without adequate support from legal officers, the time required for the judges of the Tribunal to hear and decide cases and dispose of appeals efficiently will increase dramatically. Should the rate of departures increase in the future, a situation may arise in which the Chambers will simply have no option but to delay a trial owing to the non-availability of qualified legal support staff.

14. Conference interpretation is another key function particularly affected by staff turnover. Certain cases require that interpreters be able to work in three languages. The interpretation units at both Tribunals have a very limited number of interpreters who can work in the three working languages of the International Tribunal for the Former Yugoslavia and the International Criminal Tribunal for Rwanda (namely, French and English at both Tribunals, and Bosnian/Serbian/Croatian at the International Tribunal for the Former Yugoslavia and Kinyarwanda at the International Criminal Tribunal for Rwanda). Because of a limited and highly competitive market, any staff departure would have serious consequences on the quality and timeliness of the interpretation services provided to trials. There are a very limited number of interpreters with all three languages. The unavailability of qualified interpreters could potentially force the Tribunals to halt a trial, or alternatively to resort to relay interpretation, which would affect the quality of the services provided and increase the likelihood of mistakes being made in interpretation. Whenever mistakes do occur, precious time is spent on correcting/clarifying them, which in turn slows down the proceedings.

15. As mentioned above, a similar situation may arise in connection with the departure of staff performing other functions that are also critical to the conduct of trials and appeals in both the Professional and General Service categories (e.g., managers, court reporters, witness assistants and video directors, among others).

16. The Tribunals realize that the departure of a few employees crucial to the completion of a case should not necessarily result in long-term disruptions to the proceedings. This situation has occurred in the past and has been addressed through the temporary redistribution of functions, use of overtime and other temporary measures. However, should the departure of several key staff occur simultaneously, the Tribunals will inevitably confront serious disruptions and delays in trial proceedings, which could potentially lead to the temporary halting of trials.

17. Owing to the specialized knowledge of many occupations at the Tribunals, recruitment lead times can be considerable (from six months upwards). Furthermore, the time required to bring new recruits up to speed can also be significant (from 6 to 12 months is required for staff in legal and investigative positions to familiarize themselves with the region and conflicts). On this basis, it is estimated that the delays in proceedings that could be brought about by an ever-increasing rate of staff rotation could range from 6 to 12 months. For the purpose of this exercise, a six-month delay in the scheduled completion of one trial has been used in the calculations. This would translate into additional costs of approximately $30 million for each Tribunal.

B. Rotation costs

18. A review conducted by the Tribunals revealed that the costs of appointment and separation (including travel, installation, repatriation and shipment of personal effects) are significant. It is estimated that the average rotation costs for one post would amount to approximately $75,000, which is equivalent to 10 months of the annual remuneration of a staff member at the P-3, step V, level. Should no action be taken to improve staff retention, the number of separations (and hence staff turnover) is expected to rise exponentially. A projected average annual turnover rate of 20 per cent has been assumed for the period from January 2007 to December 2010. Based on that projection, the total rotation costs have been estimated at $43.2 million and $27.6 million in the International Criminal Tribunal for Rwanda and the International Tribunal for the Former Yugoslavia, respectively.

19. The implementation of the proposed retention bonus will not result in zero turnover, as some staff will continue to leave the Tribunals for better and more stable career opportunities elsewhere, irrespective of the approval of the retention bonus scheme. It is, however, expected that the retention bonus option would bring about a reduction of 50 per cent in staff turnover rates. Therefore, the total rotation costs under the retention bonus option have been estimated at $21.6 million and $13.8 million for the International Criminal Tribunal for Rwanda and the International Tribunal for the Former Yugoslavia, respectively. The difference in rotation costs between the Tribunals is due mainly to the higher number of international staff (Professional, Field Service and international General Service staff) working in the International Criminal Tribunal for Rwanda as compared to the International Tribunal for the Former Yugoslavia.

C. Retention bonus

20. The bonus has been calculated on the basis of a payment equivalent to one month's salary per year of service. Assuming a five-year average seniority of

Tribunal staff, this would translate into an average payment equivalent to five months' net salary for all active staff. This, however, is the worst-case scenario, as not all staff would qualify for the payment of the bonus owing to their seniority, separation from service and other factors listed in paragraph 10 above. For those reasons, it is assumed that on average 40 per cent of Professional staff and 50 per cent of General Service staff would qualify for the payment of the bonus at the International Tribunal for the Former Yugoslavia. For the International Criminal Tribunal for Rwanda, the assumptions are the same except for General Service staff, for whom a 70 per cent qualifying factor has been used owing to the more difficult conditions in the labour market in the Tribunal's duty stations. Based on the above assumptions, the total payments are estimated at $11.2 million and $12.1 million for the International Criminal Tribunal for Rwanda and the International Tribunal for the Former Yugoslavia, respectively.

21. Tables 1 and 2 below illustrate a cost-benefit analysis of the components under the two options being considered, namely the no bonus and the retention bonus options.

Table 1

Cost-benefit analysis for the International Criminal Tribunal for Rwanda under the two options

(Millions of United States dollars)

Cost component	*No bonus*	*Retention bonus*
Loss of productivity	30.0	—
Rotation costs	43.2	21.6
Retention bonus	—	11.2
Total	**73.2**	**32.8**

Table 2

Cost-benefit analysis for the International Tribunal for the Former Yugoslavia under the two options

(Millions of United States dollars)

Cost component	*No bonus*	*Retention bonus*
Loss of productivity	30.0	—
Rotation costs	27.6	13.8
Retention bonus	—	12.1
Total	**57.6**	**25.9**

22. The above cost-benefit analysis does not include indirect costs associated with high rates of staff turnover, such as the additional costs incurred in the training of new staff, increased overtime usage, low levels of staff morale and the effects on the quality of work and high standards required and expected from the two international Tribunals. Those factors, while difficult to quantify, also have a bearing on the normal operations of the Tribunals, in both quantitative and qualitative terms.

IV. Conclusions and recommendations

23. In summary, the results of the analysis conducted by the Tribunals reveal that the financial implications of the retention bonus far offset the additional costs associated with higher rates of staff turnover. Should existing staff continue to depart at current rates, considerable expenditure would be incurred in respect of rotation costs. At the same time, the loss of institutional knowledge resulting from high levels of staff turnover would have a direct impact on productivity and efficiency and, by extension, on the pace of trial activity. Substantial savings can be achieved if the Tribunals are able to retain their staff through the final stages of their mandates. Both the reduced rotation costs and the implications on the completion strategies of the proposed retention bonus are significant and, in the view of the Tribunals, make a compelling case for implementing the new scheme at both Tribunals.

24. With regard to the financing related to the establishment of a retention bonus (total estimated payments of $11.2 million and $12.1 million for the International Criminal Tribunal for Rwanda and the International Tribunal for the Former Yugoslavia), it should be noted that disbursements in respect of the retention bonus would be effected towards the end of the completion strategies, mainly in 2009 and 2010. In that respect, the related requirements would be reflected in the context of the proposed budgets for the years from 2008 to 2010 and taking into consideration the number of posts that would be proposed for abolishment in those years. Accordingly, the establishment of the retention bonus would not entail any financial implications for the biennium 2006-2007.

25. **Based on the foregoing, the General Assembly is requested to approve the establishment of a retention bonus for staff of the Tribunals, with effect from 1 January 2007.**

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Programme budget for the biennium 2006-2007

Renovation to the residence of the Secretary-General: revised estimates to the programme budget for the biennium 2006-2007

Report of the Advisory Committee on Administrative and Budgetary Questions

1. The Advisory Committee on Administrative and Budgetary Questions has considered the report of the Secretary-General containing revised estimates to the programme budget for the biennium 2006-2007 related to the renovation of the Secretary-General's residence (A/61/377). During its consideration of the report, the Committee met with representatives of the Secretary-General, who provided additional information and clarification.

2. The Advisory Committee enquired about the status of the Secretary-General's residence described in paragraph 1 of the report. It notes that the United Nations became the owner of the building in 1972 and that the responsibility to maintain it rests with the Organization. The Committee was informed that the Headquarters Agreement between the United Nations and the United States of America did not include the Secretary-General's residence and that such a clause had been proposed for inclusion in the fourth supplemental agreement to the aforementioned Agreement. **The Advisory Committee trusts that the Secretariat will make every effort in order to reach a successful outcome to this pending matter.**

3. As indicated in the report, the condition of the Secretary-General's residence requires major renovation of the building's mechanical, electrical, plumbing, heating and cooling systems. While routine service and repairs have addressed ongoing maintenance issues, the systems of the building are obsolete and will have to be replaced. Details of the condition of the premises and operational deficiencies are contained in paragraphs 4 to 10 of the report.

4. The resource requirements related to the renovation work are estimated at $4,490,400 and the project is expected to be completed in nine months. As indicated in paragraph 23 of the report, the Secretary-General proposes that the General Assembly approve renovation of the residence and authorize the commitment of an

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amount up to $4,490,400 under the programme budget for the biennium 2006-2007 ($202,500 under section 1, Overall policymaking, direction and coordination, and $4,287,900 under section 32, Construction, alteration, improvement and major maintenance). The Secretary-General will report on expenditures related to the renovation of the residence in the context of the second performance report for the biennium 2006-2007.

5. The Advisory Committee notes from paragraphs 17 and 18 of the report that the estimated amount of $202,500 under section 1 relates to a one-time requirement for the provision of temporary accommodation for the incoming Secretary-General and his family and the one-time requirement of $4,287,900 under section 32 would provide for the proposed renovation and security upgrade of the residence.

6. **The Advisory Committee points out that in keeping with proper budget procedure (see resolution 41/213, annex I), the proposal to renovate the residence of the Secretary-General should have been submitted as part of the proposed programme budget for the biennium 2006-2007, rather than as revised estimates in the middle of the biennium. The Committee also points out that the condition of the building was known for quite some time and the Secretariat had sufficient time to thoroughly examine all the repairs and renovation needed, prepare the required plans and schedule of work and include the related budgetary requirements in the proposed programme budget. The Committee regrets that much of what should have been done as part of long-term and medium-term planning has not been done. As for the report now under consideration, the Committee would like to have seen more information on what options and alternative solutions were explored and how the cost estimates were arrived at.**

7. The Advisory Committee was informed that in the process of arriving at cost estimates for the current proposal, the Secretariat had taken into account the cost study carried out by a consultant in 2003 which had covered only the installation of a central heating, ventilating and air conditioning system at the residence and was estimated at $1.7 million. The current estimate of $2.1 million for the central heating, ventilating and air conditioning system reflected a 27 per cent increase as a result of inflation of 3 per cent per year (9 per cent total), an increase in the cost of equipment owing to advances in design and technology (8 per cent) and the increase in manufacturing and transportation costs. The Committee was further informed that the remaining cost elements in the current estimate were due to an increase in the scope of work which had been arrived at by the Secretariat based on best knowledge and industry practice. Owing to the added scope, the architectural and engineering fees had also increased accordingly.

8. The table below, which was provided by the Secretariat upon request, inter alia, summarizes the cost estimates of renovation design and construction with a breakdown of aesthetic and infrastructure costs. Included under aesthetic costs are those components in respect of which decisions would need only to be made at the final stage of the project.

(United States dollars)

Particulars	*Cost estimates (2003)*	*A/61/377*	*Infrastructure costs*	*Percentage*	*Aesthetic costs*	*Percentage*
Architectural and engineering fees	268 131	397 000	—		—	
Central heating, ventilating and air conditioning system	1 649 044	2 100 000	2 100 000	100	—	0
Electrical system upgrade	—	250 000	250 000	100	—	0
Kitchen upgrade	—	200 000	130 000	65	70 000	35
Entry hall restrooms refurbishment	—	100 000	70 000	70	30 000	30
Public areas repairs and upgrade	—	425 000	300 000	71	125 000	29
Phone systems replacement and upgrade	—	65 000	65 000	100	—	0
Miscellaneous landscaping	—	100 000	80 000	80	20 000	20
Total infrastructure/aesthetic breakdown			**2 995 000**	**92**	**245 000**	**8**
Total design and construction costs	**1 917 175**	**3 637 000**				
Temporary accommodation costs	—	202 500				
Access control package	—	85 000				
Physical control system and alterations	—	263 500				
Digital video recording systems and additional cameras	—	137 700				
Specialized monitoring sensor system	—	148 800				
Time device and replacement monitors	—	8 000				
Fire system upgrades with Headquarters connectivity	—	7 900				
Security upgrades	—	**650 900**				
Total cost estimate	**1 917 175**	**4 490 400**				

9. The Advisory Committee sought additional information on the time schedule of the renovation work and main stages of the project and was informed that the proposed schedule of the project was as follows:

(a) *Design phase*: it was estimated at three months, with completion on 31 December 2006. The design phase would need to commence in advance, using present on-call contracts in order to meet the projected completion date of the project;

(b) *Selection phase*: the selection of a general contractor was estimated to take three months to allow for the competitive bidding process. That should be completed by 31 March 2007.

(c) *Construction phase*: the construction phase was estimated to take six months, with completion of the project estimated by 30 September 2007.

10. **The Advisory Committee stresses the need to adhere strictly to the time schedule of the renovation work, should the General Assembly decide to**

approve the Secretary-General's proposal. The Committee cautions that delays in the implementation of the project may entail cost escalation and should therefore be avoided. In that regard, the Committee expects that contracts will stipulate that the United Nations will not be responsible for any cost escalation caused by delays on the part of the contractor. The Committee further expects that measures will be taken to ensure transparency and accountability of the project, including appropriate open-bidding procedures.

11. The Advisory Committee has also enquired into the scope of the project that might be affected by the Sutton Place Association and was informed that it was limited to the exterior only and related to the installation of two external card readers. According to the Secretariat, it was likely that an alternative solution could be used so as to avoid that issue.

12. In response to the Advisory Committee's question as to whether it would be possible to ensure the minimum operating security standards (MOSS) requirement even if the Sutton Place Association did not agree to the changes to the property, the Secretariat stated that the requested safety and security upgrades of the residence would serve as mitigating measures. It was not possible to ensure full MOSS compliance at the residence because the MOSS requirement for a specific setback from vehicles and parking areas could not be achieved. Section III, paragraph 10, of the Headquarters MOSS states: "In the event that minimum stand-off zones cannot be established, priority shall be given to relocation of United Nations system organizations activities to more secure premises, or a special assessment carried out so that *targeted mitigation measures can be put in place*" (emphasis added). **The Advisory Committee trusts that all efforts will be made to successfully conclude negotiations with the Sutton Place Association in order to ensure that all necessary security improvements are implemented, as required.**

13. The Secretariat provided, upon request, information on expenditures under section 32 for the current biennium, which is shown in the table below:

(Thousands of United States dollars)

	Appropriation	Expenditure as at 30 September 2006
Alterations and improvements		
Headquarters	19 744.6	4 879.5
Geneva	13 496.5	5 565.0
Vienna	1 787.9	488.2
Nairobi	2 817.3	582.7
Economic and Social Commission for Asia and the Pacific	1 988.4	353.5
Economic Commission for Latin America and the Caribbean	1 702.8	319.7
Economic Commission for Africa	6 107.4	1 754.9
Subtotal	**47 646.9**	**13 945.4**

	Appropriation	*Expenditure as at 30 September 2006*
Major maintenance		
Headquarters	8 601.4	2 846.9
Geneva	4 881.6	1 226.7
Vienna	759.7	339.6
Nairobi	1 762.6	271.4
Economic and Social Commission for Asia and the Pacific	1 383.8	458.4
Economic Commission for Latin America and the Caribbean	536.6	7.5
Economic Commission for Africa	1 216.8	103.4
Subtotal	**19 142.5**	**5 253.9**
United Nations enterprise network	**8 051.9**	**3 603.6**
Total	**74 841.3**	**22 802.9**

The Advisory Committee observes that expenditures under alterations and improvements amounted to $13.9 million as at 30 September 2006, that is, approximately 29 per cent of the appropriation of $47.6 million. **Taking this into account, the Advisory Committee trusts that the full amount of the estimated cost of $4,287,900 related to the renovation and security upgrade of the residence will be absorbed within the approved appropriations under section 32 of the programme budget for the current biennium. Similarly, every effort should be made to absorb projected requirements of $202,500 under section 1 of the programme budget for the biennium 2006-2007 (see para. 14 below).**

14. **Taking into account the views and observations in the paragraphs above, and subject to those contained in paragraph 10 above, the Advisory Committee recommends that the General Assembly: (a) approve the proposed renovation of the Secretary-General's residence; and (b) authorize the Secretary-General to enter into commitments up to an amount of $4,490,400 under the programme budget for the biennium 2006-2007 ($202,500 under section 1, Overall policymaking, direction and coordination, and $4,287,900 under section 32, Construction, alteration, improvement and major maintenance) and to report on expenditures related to the renovation of the residence in the context of the second performance report for the biennium 2006-2007.**

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Administration of justice at the United Nations

Activities of the Ombudsman

Report of the Secretary-General

Summary

The General Assembly, in its resolution 59/283 of 13 April 2005 entitled "Administration of justice at the United Nations", having stressed the importance of the Office of the Ombudsman as the primary means of informal dispute resolution, requested the Secretary-General to submit, in the context of his annual report on the administration of justice in the Secretariat, information on the activities of the Ombudsman, including general statistical information and information on trends and comments on policies, procedures and practices that had come to the attention of the Ombudsman.

The present report covers the operations of the Office of the Ombudsman for the period from 1 September 2005 to 31 August 2006.

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I. Introduction

1. This is the second report of the Secretary-General to the General Assembly on the activities of the United Nations Ombudsman. In paragraph 22 of its resolution 59/283 of 13 April 2005, the General Assembly requested the Secretary-General to submit, in the context of his annual report on the administration of justice in the Secretariat, information on the activities of the Ombudsman, including general statistical information and information on trends and comments on policies, procedures and practices that had come to the attention of the Ombudsman.

2. The present report, which covers the operations of the Office of the Ombudsman over the period from 1 September 2005 to 31 August 2006, also reviews the implementation of the recommendations contained in the previous report to the General Assembly (A/60/376) and makes additional observations on systemic issues, based on the cases dealt with by the Office of the Ombudsman.

3. In keeping with the mandate of an organizational ombudsman, the Ombudsman facilitates fair and equitable conflict resolution, and makes recommendations for changes in policy or practice where a particular dispute or set of issues reflect a larger systemic problem fostering conflict or dissatisfaction in the workplace.

4. The Ombudsman reports regularly to the Secretary-General on the activities of the Office and raises relevant issues with management and staff, when deemed appropriate, to facilitate conflict resolution and contribute to managerial excellence.

5. Since its inception, nearly 2,000 staff members have sought the assistance of the Ombudsman's Office. This figure represents almost 7 per cent of the total constituency (estimated at 29,000 members of staff worldwide).

6. Over the reporting period, 611 new cases have been opened. This number represents approximately 2 per cent of the total constituency. Of the 611 new cases, 316 have already been closed. During this period, there has been an expansion of the activities of the Ombudsman's Office, including the increased recourse to mediation, as well as a better understanding of the role of the Office, by both management and staff. Since the beginning of 2006, an average of almost 50 new cases monthly has been opened.

7. During the past 12 months, the Ombudsman's Office further expanded its outreach to staff in the peacekeeping missions. Representatives of the Office visited four further missions: the United Nations Integrated Office in Sierra Leone (UNIOSIL), the United Nations Mission in Liberia (UNMIL), the United Nations Interim Force in Lebanon (UNIFIL) and the United Nations Organization Mission in the Democratic Republic of the Congo (MONUC) as well as the United Nations Logistics Base at Brindisi, Italy (UNLB). The percentage of cases initiated by staff from the field missions has progressively increased from 23 per cent in 2002 to 44 per cent of the number of cases for the period from January to August 2006. Staff members employed in peacekeeping missions constitute approximately 46 per cent of the total constituency.

8. This increase in cases from peacekeeping missions has not prevented the Office within its limited resources from servicing Headquarters as well as Offices away from Headquarters. On-site visits were paid to the United Nations Office at Nairobi (UNON), the United Nations Environment Programme (UNEP) and the

United Nations Human Settlements Programme (UN-Habitat), from 6 to 23 September 2005. In October 2005, visits were paid to the United Nations Office at Geneva (UNOG), the United Nations Office at Vienna (UNOV) and the Economic and Social Commission for Western Asia (ESCWA).

9. In December 2005, the Office undertook a second evaluation of its experience, activities and operations, with a view to identifying lessons learned that could be used to strengthen its performance and, where necessary, improve its services. This evaluation, which was undertaken by a team of experts in the field of alternative dispute resolution, underscored the urgent need for the establishment of regional branches of the Ombudsman's Office, and recommended inter alia the development of standard operating procedures which would be used by the Office and its branches, increased interaction between the Ombudsman and other offices in the United Nations Conflict Resolution System, as well as the expansion of mediation services.

10. The General Assembly, in its resolution 59/283, decided that the Secretary-General should form a panel of external and independent experts to consider redesigning the system of administration of justice, and transmit its report to the Assembly. In its report of July 2006 (A/61/205, sect. XIII), the Redesign Panel on the United Nations system of administration of justice recommended, inter alia, the strengthening of the Ombudsman's role and the establishment of a single integrated office, headed by the United Nations Ombudsman, which would incorporate the offices of the Ombudsperson for the United Nations Development Programme (UNDP), the United Nations Population Fund (UNFPA), the United Nations Children's Fund (UNICEF) and the United Nations Office for Project Services (UNOPS) and the Mediator of the United Nations High Commissioner for Refugees. The integrated office would also include positions at the regional level and in the major peacekeeping missions, as well as a Mediation Division.

II. General principles and provision of services

A. Terms of reference

11. The terms of reference of the Ombudsman, as set out in Secretary-General's bulletin ST/SGB/2002/12 of 15 October 2002, state that the Ombudsman shall have authority to consider conflicts of any nature related to employment by the United Nations. The term "conflict" includes, inter alia, matters pertaining to conditions of employment, administration of benefits, and managerial practices, as well as professional and staff relations matters. The terms of reference also include the following:

(a) *Working principles*. The Ombudsman is independent of all United Nations organs or officials. The Ombudsman, as a designated neutral, has the responsibility of maintaining strict confidentiality concerning matters that are brought to his or her attention. The Ombudsman cannot be compelled by any United Nations official to testify about concerns brought to his or her attention. The Ombudsman does not have decision-making powers, but advises and makes suggestions or recommendations, as appropriate, on actions needed to settle conflicts, taking into account the rights and obligations existing between the Organization and the staff member, and the equities of the situation.

(b) *Reporting line and access to the Secretary-General*. The Ombudsman has direct access to the Secretary-General, as needed, for the performance of his or her functions, reports regularly to him on his or her activities and has the right to comment on policies, procedures and practices that have come to his or her attention.

(c) *Access to records*. The Ombudsman has access to all records concerning staff, except medical records.

(d) *Access to the Ombudsman*. All staff members have voluntary access to the Ombudsman. No person who brings a matter to his or her attention shall be subject to reprisals because of such action. The Ombudsman does not review cases that are already in the formal system.

12. *Resolving conflicts*. In the resolution of a conflict by the Ombudsman, the Ombudsman does not act as an advocate for any party but is guided by the Staff Regulations and Rules as well as by the principles of justice and fairness. Contrary to a common misconception, the Ombudsman does not act as an advocate for the complainant.

13. Feedback received from staff who have used the services of the Office continues to indicate that the overwhelming majority was satisfied with the process and that in over 70 per cent of the cases closed, staff members were satisfied with the outcome.

14. In the remainder of cases, staff members' expectations might not have been consistent with applicable rules, regulations or organizational practices; or the case might not have been amenable to informal resolution. At the same time, staff members often expressed satisfaction that the issue had been reviewed by a neutral third party, and independent advice rendered.

15. *Proceeding informally*. In addition to being required to perform his/her functions in a neutral, impartial and confidential manner, an organizational ombudsman seeks to resolve conflicts using informal processes. In this regard, reference to the Ombudsman as an informal mechanism for conflict resolution refers both to the Office's status as an alternative dispute resolution system to formal adjudication and also to the nature of its operations. The Ombudsman does not keep records on behalf of the Organization, and functions outside of any formal proceedings.

16. Because the Ombudsman is not limited to the issues that have been spelled out in a carefully defined set of formal pleadings, the Office has great flexibility in looking into all the issues surrounding a complaint. The Ombudsman having identified the root cause of the problem, resolution of a conflict can be more easily facilitated. In addition, owing to the fact that no formalities are required to proceed, the Office can quickly respond to situations, the only potential cause of delay arising from those who must implement its proposals. Owing to the fact that it is not an adversarial process, the parties to a conflict can be more willing to cooperate in finding a solution, as all the parties feel represented in the process.

17. In order that staff members may fully benefit from the system as an informal means of conflict resolution, the process requires a careful balancing exercise of all the relevant interests and a full understanding of each stakeholder's interests — including that of the complainant.

B. New types of services

18. Another way the Office seeks to resolve conflicts is through *mediation*. Mediation enables and assists the parties to frame their issues, structure negotiations and recognize their own interests as well as the interests of the other parties. Mediation aims at resolving differing viewpoints, disputes and conflicts and finding mutually acceptable solutions. One of the recommendations of the midterm review undertaken by independent evaluators in December 2005 upon request from the Ombudsman was to expand the options available to aggrieved staff by implementing and encouraging the use of facilitation, conciliation and mediation. Appropriate training was identified[1] and professionals of the Ombudsman's Office were externally certified as mediators. The Office now provides the service as part of its ongoing activities.

19. It is to be noted that the report of the Redesign Panel on the United Nations system of administration of justice (A/61/205), issued on 28 July 2006, also strongly supports the provision of mediation services by the Office of the Ombudsman. Employment-related interpersonal disputes are now mediated in one or more sessions as the case requires, with the prior agreement of both parties. The service is increasingly sought by staff members and is suggested by the Office to concerned parties when appropriate.

C. Budgetary and staffing matters

20. The budget proposals for the biennium 2006-2007 included the continuation of the three existing positions for the Office of the Ombudsman (1 ASG, 1 D-1, 1 P-4) and the establishment of four new positions (1 P-5, 1 P-3 and 2 GS [Other level]). These positions, which had been recommended by the Advisory Committee on Administrative and Budgetary Questions for inclusion in the programme budget for the biennium 2004-2005, were approved by the General Assembly in the budget for the biennium 2006-2007 (resolution 60/247). Recruitment for these posts is at present under way.

21. The General Assembly also approved the creation of three D-1 Chief-of-Branch positions in Geneva, Nairobi and Vienna, within existing resources, for the biennium 2006-2007. These positions are essential to further extend the coverage of the Office and its impact, in accordance with paragraph 20 of resolution 59/283, in which the Assembly requested the Secretary-General to submit proposals for strengthening the Office of the Ombudsman through improved access to it for staff serving in different locations.

22. The urgency in identifying and filling these positions is underlined by the findings of the team that reviewed the operations of the Office of the Ombudsman in December 2005. The team noted, inter alia, that:

> "The Office of the Ombudsman has made impressive efforts to better serve staff in the regions. Numerous trips to a wide range of locations, an expanded and much improved website and a highly responsive telephone contact process are to be commended. Nonetheless, the Midterm Review Panel

[1] In Columbia University Law School, with hands-on training in municipal mediation centres in New York.

concluded that, given the number of staff in the regions, combined with decentralization of authority to managers in regions, the establishment of a regional Ombudsman presence is essential. The types of problems that arise, the unique needs of national staff, the linguistic diversity that makes written communication in an official language sometimes difficult are but some of the factors that underlie this conclusion. Also contributing to the need for regional Ombudsmen is the sense that the overall workload of the Office of the Ombudsman at Headquarters is approaching maximal levels for the resources available."

23. Resources from the support account for peacekeeping operations were provided for the first time in 2004-2005 for a P-4 position in the Office. The post's funding was renewed for the budget year 2005-2006, with the addition of a General Service post, and both were extended for 2006-2007 in view of the substantive increase in cases from peacekeeping operations.

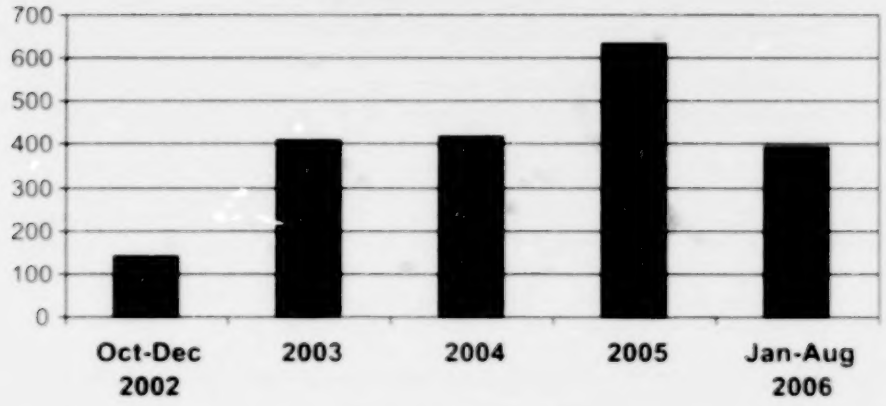
III. Statistical information on cases/issues and analysis of data

A. General information

24. Over the period from 1 September 2005 to 31 August 2006, 611 new cases were opened. This represents approximately 2 per cent of a constituency composed of approximately 29,000 staff members worldwide. Of the 611 new cases, 316 have already been closed. Since the Office opened in October 2002, a consolidated total of 1,998 cases have been opened, amounting to almost 7 per cent of the constituency. A significant segment of the visitors to the Office are staff members who have already used the Office and whose cases had been resolved. An important percentage of these, both from Headquarters and other duty stations, return frequently to seek guidance regarding career, interpersonal relations or other employment-related issues. These "frequent" visitors have become a category per se and will in the future necessitate the opening of new cases in order to accurately reflect the workload of the Office.

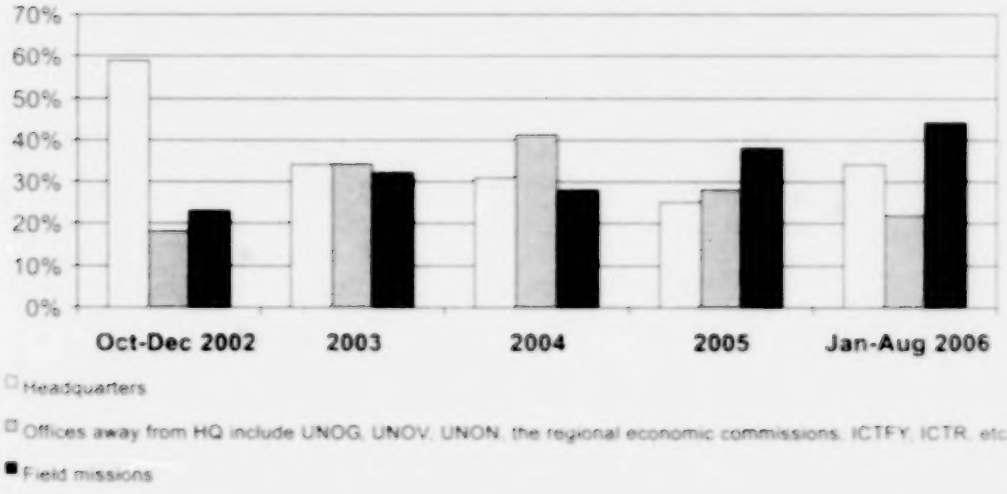
25. Regarding the gender profile of visitors, statistics show that during the current reporting period, men outnumbered women 55 per cent to 44 per cent, whereas the percentages were almost equal over the period from October 2002 to August 2005. This is due, in part, to the increased number of cases from peacekeeping missions.

Figure I. Total number of cases since inception (October 2002-31 August 2006)



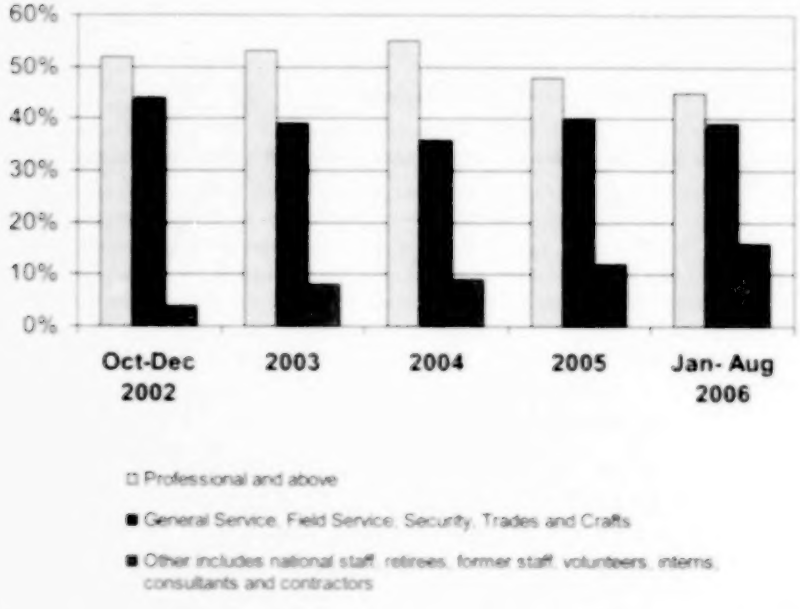
26. As anticipated in the previous report, 2005 saw a dramatic increase (over 50 per cent) in the number of cases. While the number of new cases had remained stable over the initial two full years of operation, with 410 and 420 new cases in 2003 and 2004, respectively; a total of 633 cases were opened during the calendar year of 2005. The number of persons seeking the assistance of the Office remained high between January and August 2006, with an average monthly number of almost 50 new cases, bringing the total number of cases to 395 as of 31 August 2006.

Figure II. Trends in geographical distribution of cases (October 2002-31 August 2006)



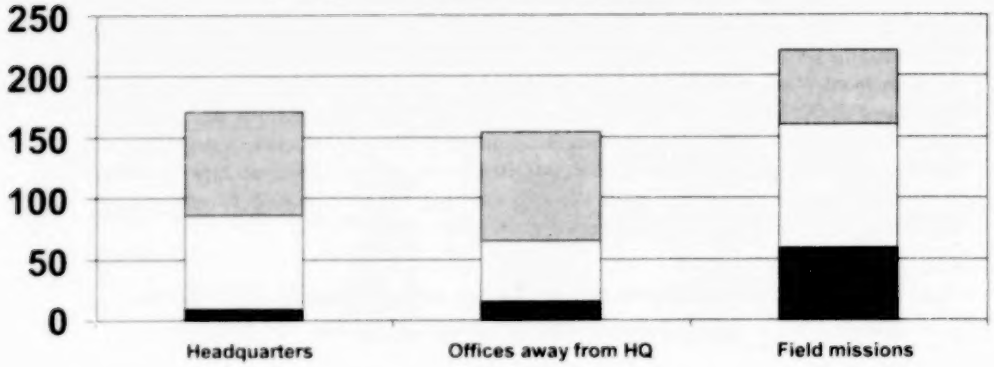
27. As shown in figure II, the trends in the geographical distribution of cases reflect the successful outreach efforts made by the Ombudsman's Office. Over the last 12 months, an important outreach effort was directed towards peacekeeping missions. The percentage of cases initiated by staff from field missions has increased to 44 per cent of the total in 2006. At the same time the percentage of visitors from "Offices away from Headquarters" has declined. Owing to the limited resources of the Office, expanding outreach to peacekeeping missions decreased the number of visits to offices away from Headquarters. This underscores the urgency of establishing the three approved Chief-of-Branch positions. Staff at Headquarters, who can interact personally with the Ombudsman team, continue to account for more than a third of the total number of 2006 cases.

Figure III. Breakdown of cases by occupational categories (October 2002-31 August 2006)



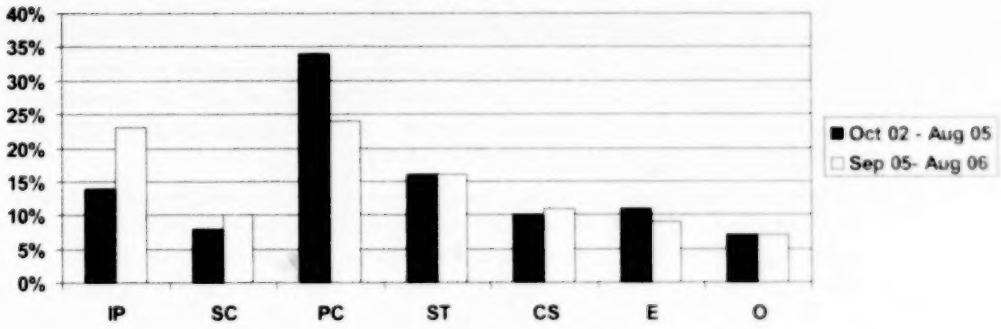
28. Figure III presents the breakdown of cases by occupational categories. The balance between the main categories has remained relatively constant. The category "General Service/Field Service, Security and Trades and Crafts" remains at almost 40 per cent. The category "Professional and above" remains the one that most readily avails itself of the services of the Ombudsman. The underrepresentation in the "Other" category, especially of national staff, has been a concern since the Office's inception. The intense outreach effort aimed at peacekeeping missions has also proved fruitful. The percentage of national staff has increased regularly from 2 per cent in 2002 to 6 per cent between January and August 2006. This effort should be maintained: the United Nations employs approximately 9,000 national staff members in the different peacekeeping missions, representing 31 per cent of the total constituency.

Figure IV. Occupational category of cases by location (1 September 2005-31 August 2006)



29. Figure IV shows the distribution of staff over the past 12 months, in terms both of locations and occupational categories (the information is on a total of 546 cases for which all data are already available). Staff are distributed between the three main locations as follows: Headquarters, Offices away from Headquarters and Field missions, which account for 31, 28 and 41 per cent of the total, respectively. At Headquarters, the Professional and higher categories amounted to 85 cases, the General Service and related categories to 77, and the "Other" related category to 9. In Offices away from Headquarters, the number of cases was respectively 89, 50 and 15. In Field missions, the numbers were, respectively, 61, 101 and 59. The occupational category "other" is especially relevant in field missions because of the large numbers of national staff in peacekeeping operations. Figure IV also shows that at Offices away from Headquarters the category "Professional and higher categories" tends to be more represented than "General Service, Field Service and related categories". The creation of regional branches will facilitate access to all occupational groups.

Figure V. Breakdown of cases by issues
(October 2002-31 August 2006)



Interpersonal issues (IP) include personality issues, management skills, problems with co-workers.
Standards of Conduct issues (SC) include violation of International Civil Service Commission Standards of Conduct, harassment, retaliation.
Promotion/career-related issues (PC) include performance appraisal, grade at entry, special post allowance, denial of promotion and mobility.
Separation/termination issues (ST) include abolition of post, non-renewal.
Conditions of service issues (CS) include work/life issues, selection of appointment, salary at entry.
Entitlements issues (E) include leave, insurance, pension, education grant and travel.
Others (O).

30. Figure V indicates the distribution of issues raised by those who sought the assistance of the Office. It includes a comparison between the distribution over the period from October 2002 to August 2005 and the current reporting period.

31. The most important type of issue raised by staff is *promotion or career-related* (approximately 34 per cent). Over the reporting period, however, the incidence of this type of issue has decreased to approximately 24 per cent, while the incidence of *interpersonal issues* has increased from 14 to 23 per cent. Other noticeable changes are the slight decrease in the percentage of *entitlement* cases (9 per cent compared to 11 per cent previously) and the increase in the incidence of *Standards of Conduct*-related issues (from 8 to 10 per cent); and *Conditions of service* issues from 10 to 11 per cent. The relative importance of Separation/termination issues and "Other" issues remained the same.

32. The category *Promotion/career* includes issues related to the performance appraisal and its impact on staff careers. Many staff assume that negative comments will permanently harm their careers. Indeed, it is often difficult for a staff member to overcome negative comments in an appraisal, even when the staff member is successful in the rebuttal process, as there is no provision for these comments to be withdrawn even when the overall rating is changed.

33. This category also includes *mobility and career development*. These cases often involve individuals who feel that their careers have plateaued. Often they are not seeking promotion, but want to move or change their position so that they could look forward to more fulfilling work in the future. In applying for positions they

compete against hundreds and often feel very disempowered regarding their career development. Mobility is a major source of anxiety among staff, as the deadline for implementing the mandatory mobility programme approaches.

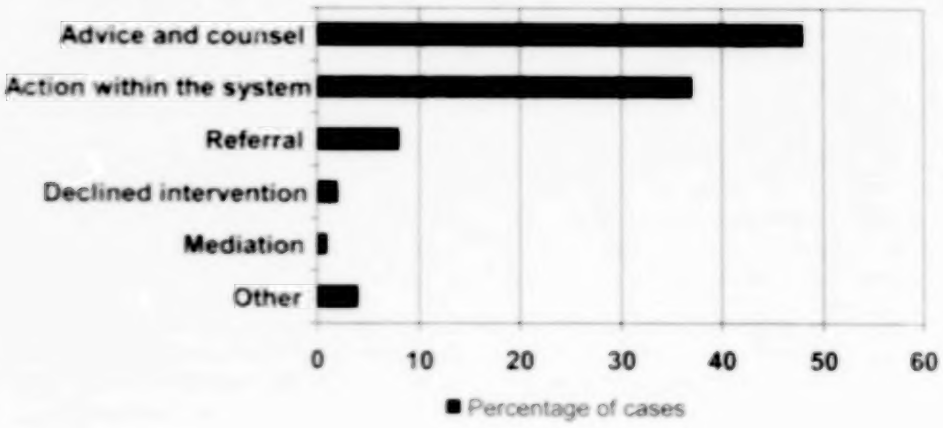
34. *Interpersonal issues* includes interpersonal conflicts among colleagues, as well as complaints about abuse of power by superiors and intimidation. Staff reporting these issues are often too afraid even to allow the Ombudsman to directly contact their supervisors. The fear of retaliation is very real, and it is still too early to assess the effects of the new policy on protection against retaliation (issued in December 2005 (ST/SGB/2005/21)). In some of the cases a facilitated mediation by the Office of the Ombudsman can have an immediate impact on the relationships. The fact that cases under this category are increasing is a matter of concern.

35. Cases related to *violations of the Standards of Conduct* remain important, now up to 10 per cent of the total number of cases. Those include staff reporting situations of harassment including sexual harassment by a colleague or supervisor, sometimes including stalking outside the workplace, and seeking guidance on how to manage the situation, including utilizing the formal mechanisms open to them. It also includes an important percentage of staff subject to formal investigations or disciplinary procedures, who seek guidance on how to manage a situation they often do not understand, or staff having to manage the work environment and sometimes ostracism during the protracted periods of the formal process.

36. *Separation/termination issues* includes staff being downsized in missions or whose contracts are not being renewed for perceived deficient performance or other reasons. Staff are encouraged to seek the assistance of the Ombudsman at the earliest opportunity. In those cases the Ombudsman will work closely with the relevant offices to try to identify possible solutions, or explore alternative placements as appropriate.

37. *Entitlements* includes mostly cases when mistakes occur in the administration of staff benefits (such as in the administration of pension contributions, the approval of sick leave, and so forth) because of administrative oversights. In some cases brought to the attention of the Ombudsman, the staff member who is affected by the decision is expected to assume the cost of the negligent oversight. Such situations create a deeply felt sense of injustice among staff members.

Figure VI. Type of service provided (October 2002-31 August 2006)



"Other" includes cases already in the formal system of justice, cases sent to the Ombudsman for information only and cases that staff decided not to pursue.

38. Figure VI describes the type of service provided by the Ombudsman's Office. In almost half of the cases (48 per cent) the assistance provided by the Office involves helping staff to explore options and solutions to work-related problems. This may involve referring the staff member to the relevant rules and provisions relating to issues, clarifying rights and obligations, obtaining information for staff, assisting staff in ascertaining interpretation of the Staff Rules (understanding the reasoning behind decisions and explaining organizational thinking behind an issue), assisting staff in issues relating to entitlements, identifying the appropriate Office for receiving a complaint and generally advising on the options that are available in proceeding forward with an issue.

39. Direct action by the Ombudsman within the system to resolve a problem brought to the attention of the Office is undertaken in 37 per cent of the cases. Contact with a third party or office is made only with the explicit authorization of the staff member concerned. In many cases, the staff member may have already embarked on the process of seeking a resolution of the issue. After an analysis of the situation and contact with all parties concerned, the Office makes recommendations to address the issues. Separate referral to other offices is provided in some 8 per cent of cases while direct mediation is used in 1 per cent of cases. The category "Other" (4 per cent) includes cases already in the formal system of justice.

B. Peacekeeping operations

40. For the period from January to August 2006, the percentage of cases initiated by staff from field missions increased to 44 per cent of the total number of cases brought to the attention of the Office (a total of 174 cases). During the reporting period, the Office visited five peacekeeping missions, including two in Sierra Leone, namely, the United Nations Mission in Sierra Leone (UNAMSIL) and the United Nations Integrated Office for Sierra Leone (UNIOSIL), and also the United Nations Mission in Liberia (UNMIL), the United Nations Interim Force in Lebanon (UNIFIL) and the United Nations Organization Mission in the Democratic Republic of the Congo (MONUC). In addition, the Office visited the United Nations Logistics Base at Brindisi, Italy (UNLB). The visit to UNLB coincided with the annual meeting of the Field Service Staff Union held in Brindisi from 12 to 14 October 2005, in which the Ombudsman had been invited to participate.

41. The purpose of these visits is fourfold: (a) to provide an independent, impartial and neutral forum for addressing any concerns that individual staff members may have relating to their employment with the United Nations; (b) to increase knowledge of the activities and functions of the Office of the Ombudsman; (c) to help managers understand the usefulness of the Office in supporting and strengthening managerial effectiveness through the role it plays in bringing issues to the attention of management for corrective action; and (d) to identify any emerging trends, patterns of concern or systemic issues that may exist. Apart from setting time aside to meet individually with each staff member who sought an appointment with the Office, separate meetings were held with Section Chiefs, with members of the Personnel Section, and staff representatives. Individual meetings are held with the Heads of Units involved in the monitoring and regulation of conduct and other behavioural oversight activities, the Staff Counsellor's Office and the representatives of the Office of Internal Oversight Services (where available).

42. In addition, town hall meetings are held to which all staff are invited (promoting the Office's zero-barrier approach). They provide an important opportunity to raise awareness among staff about the role of an organizational ombudsman within the context of the United Nations. The meetings also form an important mechanism to reach out to national/local staff who are often reluctant to approach the Office for fear of retaliation and for other reasons. Those on-site visits also provide a rapid assessment or 360 degree perspective of the issues in the mission, including underlying malaises, which may not be easily communicable through reports to Headquarters.

43. While maintaining its independence, the Office also liaises with other offices involved in staff welfare/staff well-being in the field, and with their Headquarters counterparts, including, as appropriate, with the Staff Counsellor (UNHQ/NY), the Stress Counsellors (UNHQ/NY), and the Field Service Staff Union (FSSU). The Office maintains regular contact with senior mission leadership for the purpose of following up on recommendations on individual and systemic issues. This network of contacts with senior mission leadership has provided the Office with very useful global insight into cross-cutting issues across peacekeeping missions. Also, the support and cooperation received from the Department of Peacekeeping Operations contributes to help to resolve issues in a timely manner.

44. Visits also allow a privileged outreach to national staff, who for many reasons do not use the services of the Office as much as their internationally recruited colleagues. Many national staff also simply do not have the means to access the Office privately by e-mail or telephone. It has also been observed that many prefer to use elected national staff representatives to lodge their complaints instead of approaching the Office directly. For this reason, the Ombudsman meets with national staff representatives, wherever available, when visits are made to the field missions.

45. Statistics show that staff members from field missions, national and international, have more issues related to *Separation/termination* (17 per cent) and *Entitlements* (14 per cent) than the rest of their colleagues (respectively, 14 and 10 per cent). The importance of separation/termination issues can easily be explained by the temporary nature of peacekeeping operations. Staff members are employed for a specific mission, on renewable 6-month contracts until the mission is closed down. Because of these precarious conditions and the hardship of field life, there is a high level of turnover in peacekeeping missions. Many staff members are new to the United Nations and are not familiar with its rules and regulations.

IV. Systemic issues: contexts and challenges

Review of previous recommendations

46. Much progress has been made in implementing many of the key proposals that were highlighted in the first report of the Secretary-General on the activities of the Ombudsman (A/60/376).

47. *Mission readiness*. In last year's report, the Ombudsman had proposed that the preparation of mission personnel for deployment to the field should entail all staff members' being equipped to efficiently manage critical incident stress. Extensive headway has been made by the Organization in connection with preparing staff for critical incidents. Stress Counsellor and Staff Counsellor posts have been introduced in many of the peacekeeping missions. The Mission Readiness package, prepared by the Office of Human Resource Management (OHRM), is available at present for United Nations Headquarters staff in preparation for deployment to field operations; it addresses, inter alia, stress management in field operations, including critical incident stress. An online course on stress management is available on the Intranet site of the Integrated Training Service, and is accessible to staff. This is in addition to the material previously available on Basic Security.

48. *Violation of the Standards of Conduct*. The Ombudsman had highlighted the need for issues of discrimination to be properly addressed and for the zero-tolerance policy of the Organization to be more widely disseminated and enforced. An anti-discrimination policy that will address all forms of discrimination and harassment is presently in preparation, and it is hoped that this will enhance the Organization's ability to respond more effectively to allegations of discrimination, abuse and harassment. The Integrated Training Service of the Department of Peacekeeping Operations has on its Intranet site an online course on the Standards of Conduct which, inter alia, guides staff on the significance and value of standards of conduct in the United Nations environment and how to identify appropriate and inappropriate behaviour. As part of its efforts to promote a fair and equitable workplace, the Office of the Ombudsman advocates for regular dissemination of

information on the Standards of Conduct and the core values of the Organization to familiarize staff with expected conduct. As a training/rehabilitative tool, this can be effective only if accompanied by an equally effective programme for the imposition of penalties for non-compliance. It should be made mandatory for all staff members (including for new recruits at the time of their entry into United Nations service) to complete the courses on the Standards of Conduct. To further ensure that recruited personnel meet the Standards of Conduct of the Organization, ethics tests should be incorporated into the recruitment criteria for United Nations staff. When reports are received of infractions of the Standards of Conduct, the Organization must respond in a timely and effective manner.

49. *Contractual arrangements*. The Ombudsman had recommended that the various types of contracts used by the Organization should be streamlined. Proposals have been included in the Secretary-General's report to the General Assembly entitled "Investing in the United Nations: for a stronger Organization worldwide" (A/60/692 and Corr.1). Also in ST/SGB/2006/9, entitled "Consideration for conversion to permanent appointment of staff members eligible to be considered in 1995", the Secretary-General outlined the criteria for eligibility and set the procedure for making recommendations, thus putting in place a mechanism to address cases pending consideration.

50. *Orientation*. The Ombudsman called for training/orientation for all new recruits irrespective of the type or duration of their contract or their level. The Learning Section of OHRM requires the participation of all new staff at the orientation programme, except for staff who are evidently with the Organization for less than three months, with no likelihood of renewal. The number of orientation programmes has been increased in the current reporting period from four to six sessions a year. These sessions are now publicized in advance, and managers are made aware of upcoming sessions. Participation in these programmes should be mandatory and available at all duty stations.

51. *Fostering managerial excellence*. In the last report, the Ombudsman had emphasized the importance of training for managers and all staff with supervisory capacities. The Secretary-General has emphasized the importance of enhancing the leadership and managerial capacity of the Secretariat and creating a results-oriented culture of performance in which all staff are empowered to contribute to their maximum potential. A range of leadership, managerial and supervisory development programmes has been designed to support organizational cultural change, build commitment to shared organizational values, develop core and managerial competencies, and promote effective performance management. These efforts need to be continued in order to build a true culture of managerial excellence and accountability.

52. *Strengthening the conflict resolution system*. The Ombudsman had called upon the Organization to recognize the valuable contribution of staff who volunteer their services to offices in the formal justice system. The Ombudsman called for mediation training for those persons, and more generally for mediation services to be made more widely available in the Organization, including through the Ombudsman's Office. OHRM has developed a programme on mediation skills that could be made available at all duty stations in recognition of the widespread interest in and commitment to informal conflict resolution by staff at all levels.

53. *Whistle-blower protection policy*. In the last report, the Ombudsman advocated the introduction of a "whistle-blowing protection policy", recognizing that the introduction of a policy on protection against retaliation for reporting misconduct was an essential catalyst for transparency and for strengthening managerial/leadership accountability in any organization. The United Nations policy on protection against retaliation for reporting misconduct and for cooperating with duly authorized audits and investigations was introduced on 19 December 2005 through Secretary-General's bulletin ST/SGB/2005/21. The Ethics Office, which was established by bulletin ST/SGB/2005/22, is responsible for managing complaints arising from this policy.

54. *Dissemination of clear and accurate information*. The Ombudsman had proposed that efforts should be made to better educate staff about the existing rules and regulations, and practices and procedures of the Organization. In the past year, Human Resources Officers have visited field operations for the purpose of clarifying to staff present organizational practices, and to raise awareness about the Secretary-General's reform proposals.

Other systemic issues

55. A number of additional systemic issues and challenges have been identified through the review of cases encompassing the following.

56. *Delineation of functions in the Conflict Resolution System*. Staff members are often confused as to which office to approach, with some offices appearing to have overlapping functions. For example, many staff members are unclear about the delineation of responsibilities between OHRM and the Office of Internal Oversight Services (OIOS) in the investigation of complaints of sexual harassment. The Organization should further clarify to staff members, including by use of graphic presentations, the jurisdiction and delineation of responsibilities among the various offices in the Conflict Resolution System. The information circular entitled "Conflict resolution in the United Nations Secretariat" (ST/IC/2004/4) needs to be updated and reissued.

57. *Use of reprimands*. Reprimands are not considered to be disciplinary measures within the meaning of staff rule 110.3 (b) and therefore do not have to comply with the due process guarantees afforded to staff members for disciplinary measures. Situations have been observed in which in the face of allegations of very serious misconduct, reprimands appear to have been issued to avoid protracted disciplinary proceedings, leaving both parties with a sense of dissatisfaction. The complainant considers that the seriousness of the misconduct has not been fully appreciated, while the "defendant" is dissatisfied by the failure to establish a finding through thorough and proper procedures. Added to this, in some cases, a single reprimand was used as the basis for the non-renewal of a contract, absent other factors. The use of reprimand and its implications should be clarified and be consistently applied.

58. *Gender balance*. There is still underrepresentation of women at senior management levels. An effective global review of the implementation of all policies relating to gender balance should be carried out without delay, as mechanisms put in place to protect gender balance in appointments and promotions, such as the network of gender focal points or the appointment and promotion boards, have disappeared in the new staff selection system, without new checks and balances being put in place.

59. *Staff selection system*. The present staff selection system has been designed to allow, inter alia: (a) candidates from all over the world to apply electronically; and (b) the programme manager to make the final selection. OHRM acts as a facilitator, preparing a list of candidates submitted to a programme manager and ensuring that the procedures and guidelines have been followed. The Organization has to ensure that the system is transparent and fair.

60. The present distinction between external and internal candidates excludes many staff members from applying within the 15- and 30-day periods. This distinction should be revisited with the objective of making more categories of staff members eligible for consideration for advertised vacancies at earlier stages of the application process.

61. The *Performance Appraisal System* needs to be further improved so that it can be more responsive and constitute a legitimate management tool, especially considering that staff feel at a disadvantage when competing for positions with external candidates whose past performance cannot be thoroughly reviewed.

62. *Mobility*. The lack of success of the voluntary mobility exercises for P-3 and P-4 staff demonstrates that the programme must be managed by OHRM, as is the case of the programme for P-2s.

63. *National Competitive Examination*. The issue of staff recruited through the National Competitive Examination has become a systemic issue. Supervisors should be made aware that they are responsible for the career development of all staff including those recruited through the National Competitive Examination. The mentoring programme of OHRM has proved to be successful for staff at the P-2 National Competitive Examination and needs to be expanded to higher grade levels.

64. *Managing transitions in rules and regulations*. The United Nations is an evolving Organization, and its human resources policies are continuously developing, in response to decisions of the General Assembly or other impetus. As new policies are introduced, staff is often caught in the transition between the old and the new. While this issue rears itself in many other different contexts, for illustration purposes, two case scenarios are presented below. Transition policies need to be developed or cases considered on an individual basis. Individual staff are often penalized when recruited at a certain level and then being unable to be normalized along with staff in similar conditions recruited later.

65. A Field Service staff member is recruited at the FS-2 level in 2000. He/she remains at that level from 2000 to 2004. During that period, organizational practice changes in two respects. Promotion for Field Service staff is suspended. Field Service staff must now apply and compete with other candidates in order to be appointed to higher level posts. Secondly, new organizational thinking is that FS-3-level functions are tasks that can be performed by locally recruited staff and as a result of this, the availability of FS-3 posts for internationally recruited Field Service staff is seriously curtailed. The staff member is stuck at that level and there are no available channels through which he/she can seek a higher level post.

66. A Field Service staff member is recruited in 1994 as a Security Officer. Though having served for 12 years in his national military service prior to his entry into United Nations service, he is recruited at the FS-2 level because of the policy at that time that assigned specific entry levels to Field Service staff. Thereafter, the organizational policy changes. New staff joining the Security Services and

performing similar functions are recruited at higher levels, and sometimes at Professional levels. This creates great disparity between the levels of longer-serving staff and new recruits.

67. *Caring for the psychological well-being of staff.* Staff members in some duty stations are exposed daily to higher than normal levels of stress, and the Organization has responded to the recommendations in improving facilities to care for the psychological well-being of such staff. At the same time, the Organization should look into the provision of medium- and long-term support for staff who have experienced trauma while in United Nations service. At present, compensation for duty-related illness and injuries under appendix D and the Malicious Acts Insurance Policy fall short of adequately providing for staff who have suffered psychological trauma while in United Nations service.

68. *Work/life issues.* In 2003, the Secretary-General introduced a system of flexible working arrangements, intended to lead to a better balance between the professional and personal lives of the staff of the Secretariat (ST/SGB/2003/4). Implementation of the options made available to staff was delegated to programme managers. Staff members have expressed concern that the guidelines are often not adhered to, and that the policy is applied inconsistently; for example, the rules governing maternity leave must also be strictly applied, and funds allocated to provide temporary assistance where required.

69. *Lack of flexibility in establishing domicile.* The present rules for establishing country of home leave for the purpose of receiving travel entitlements are very restrictive and do not sufficiently account for changes in domicile after entry into United Nations service. The Organization may wish to review existing practice with a view to allowing more flexibility for staff members who acquire new domiciles after entry into United Nations service.

70. *Decline in the pension value for locally recruited staff.* Corrective measures still need to be taken, as each time that a country experiences a devaluation in its currency the pensions of local staff decline because salaries stay stable or do not move at the same pace of the devaluation. The result is that the dollar pensions of these staff members decline while their total contributions to the United Nations Joint Staff Pension Fund increase. It creates enormous gaps among staff retiring in different years.

71. *Use of project personnel.* Staff recruited as project personnel under the 200 series of the Staff Rules are sometimes carrying out line functions, including supervisory responsibilities. Programme managers need to be reminded of the rules governing the employment of project personnel.

72. *Use of UNDP and UNOPS contracts.* Many persons providing service to the United Nations Secretariat are covered by contracts issued by UNDP and UNOPS. While reporting and performing functions substantively for the United Nations, their contracts are nevertheless administered by the fund or agency. This means that different benefits and entitlements apply to staff who are serving under the same conditions and in the same offices, and even share the same reporting line. Many times, such personnel do not know to whom to turn, to resolve employment-related disputes pertaining to their contracts. The contractual status of staff still working on such contracts needs to be regularized.

Issues in peacekeeping operations

73. *Improving information flow*. Often bottlenecks develop in the exchange of information between peacekeeping operations and Headquarters; and in many cases, there is a long delay in the delivery of information to the office responsible for taking a decision. The Organization should explore the use of better systems to track and enhance the flow of information between offices in the field and offices at Headquarters, and eliminate some of the delays at present inherent in the making of administrative decisions.

74. *Electronic Performance Appraisal System (e-PAS) and use of special reports*. The Ombudsman observed the widespread use of special reports in situations where an electronic performance appraisal (e-PAS) should have been issued. In addition, poorly prepared special reports are often relied on to deny the extension of a staff member's contract. The e-PAS should be implemented system-wide and replace other appraisal systems in all United Nations offices. Special reports should be used only in the circumstances authorized under administrative instruction ST/AI/2002/3 on the Performance Appraisal System. Where authorized, the report should provide a proper and meaningful appraisal of the staff member's performance.

75. *Enhancing transparency in field recruitment and promotion*. The current restructuring of the Personnel Management and Support Service of the Department of Peacekeeping Operations aims at being more proactive and responsive to field human resource management needs. It is expected that this reorganization will address the apprehension of staff members about the perceived lack of transparency in recruitment for field positions.

76. The present Interim Guidelines for Promotion in the Field should be replaced with an established policy for promotion for Field Service personnel.

77. *Inconsistencies in responses to findings of misconduct*. It has been observed that the Organization's responses to findings of misconduct in the field are not always consistent. To avoid the perception of arbitrariness and favouritism, responses to established misconduct should be timely and coordinated system-wide.

V. Monitoring of performance and evaluation of impact

78. Since its inception, the Office has sought external expertise and benchmarking as part of its efforts to provide an effective service to the Organization and to ensure that a culture of evaluation permeates the full range of its work. Little over a year after the Office was established, an assessment of its operations was undertaken by a group of external conflict resolution experts, with a view to identifying lessons learned that could be used to strengthen its performance and, where necessary, improve its services. The report concluded that the Office had been effectively launched, that it was operating within a highly decentralized system, and coping with complex issues in a very challenging, political and often highly volatile environment.

Report of the Midterm Review Panel[2]

79. As a follow-up to the first review, and as announced in the first report on the activities of the office (A/60/376, para. 46) the Office undertook a midterm evaluation of its activities from 5 to 9 December 2005. The key objective of the Midterm Review was to assess "the strengths and shortcomings of the Office based on the particular needs of the United Nations and the extent to which the Office makes available the services of an impartial and independent person to address the employment-related problems of staff members".

80. The members of the Review Panel operated independently of the Office. They met with key officials in the administration of justice system and staff representatives at United Nations Headquarters, and directly with staff and staff representatives at Offices away from Headquarters and in the peacekeeping missions through telephone, teleconferences and e-mail exchanges. Through a broadcast that was issued to staff at all duty stations, the Panel invited and received extensive electronic feedback about the Office.

81. In its report, the Panel made the following observations and recommendations:

(a) The United Nations must seriously consider the consequences of insufficient staffing of Ombudsman professionals for the Office and move to adequately address this issue. If this is not addressed, many of the additional recommendations will be difficult to implement.

(b) The pressing issue of assigning staff of the Ombudsman's Office to various regions is viewed by both staff and management as important and would greatly assist the resolution of problems which arise in various missions and duty stations.

(c) The Office of the Ombudsman should further develop its triage system for new cases in order to more quickly assign them.

(d) The Office of the Ombudsman should develop standard operating procedures for automatic follow-up with all cases, after a designated period of time.

(e) More venues should be explored for reporting about the work, recommendations and outcomes of the Office of the Ombudsman. In the annual report, expanded linkage should be shown between its casework, systemic issues and specific recommendations which were acted on. These should be highlighted whenever possible.

(f) Additional or more regular meetings should be explored between the Ombudsman and staff representatives, both at Headquarters and in regional offices.

(g) The Organization should graphically clarify its integrated dispute resolution system including the Office of the Ombudsman, the formal grievance and appeals mechanisms and the Ethics Office.

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[2] The members of the Panel were: Mr. John Barkat, Ombudsman, Pace University, former President of the International Ombudsman Association (USA); Ms. Sarah Christie, Judge, World Bank Administrative Tribunal, Mediator and Arbitrator in Labour Relations at the University of Cape Town (South Africa); and Ms. Mary Murphy, former Ombudsman at the International Monetary Fund, former Director of Human Resources, UNHCR (Canada).

(h) The Organization should explore ways to hold management accountable for implementation of the Ombudsman's recommendations.

(i) A team consisting of the Ombudsman and other members in the integrated dispute resolution system within the United Nations should convene regularly to identify systemic problems, report on issues surfacing and maintain open lines of communication.

(j) The Office of the Ombudsman should continue to expand its use of mediation where appropriate, and a separate organization-wide mediation programme should be explored.

82. The Office has already taken steps to implement some of the recommendations. Regarding the first two points, as reported in section II.C on Budgetary and staffing matters, the Office is actively seeking to implement the General Assembly's recommendations contained in resolution 60/246. Draft standard operating procedures have been developed. They were to be discussed with the network of Ombudsmen and mediators from the United Nations and Bretton Woods institutions at its meeting in September 2006, and will be used in all future branches of the Ombudsman's Office to ensure consistency in practice.

83. The Ombudsman has met with the new Staff Council at United Nations Headquarters, elected in June 2006. She was also invited to have an exchange with participants at the meeting of the Staff-Management Coordination Committee held in New York from 19 to 26 June 2006, which was attended by representatives of the Field Staff Union and the Staff Councils of Offices away from Headquarters. In addition, meetings with staff representatives were held in all field visits.

Immediate feedback from staff

84. The Office provides staff with a "Feedback form" in order to receive anonymous comments from the users. The forms, which are available on the Office's website, are handed to visitors at Headquarters and also during field visits. The forms can be dropped in the suggestion box outside the Office, returned by e-mail or facsimile. While completion of the form is optional, an analysis shows that 100 per cent of the respondents were of the view that the Ombudsman had responded in a timely manner. It also shows a high degree of satisfaction with the provision of a safe and confidential environment, the time allocated to discuss the issues and the feedback given regarding future courses of action.

85. Nevertheless, in order to accurately map the perception of staff towards the Office, a more structured survey will be conducted (see sect. VII, Future directions).

VI. Outreach and communications

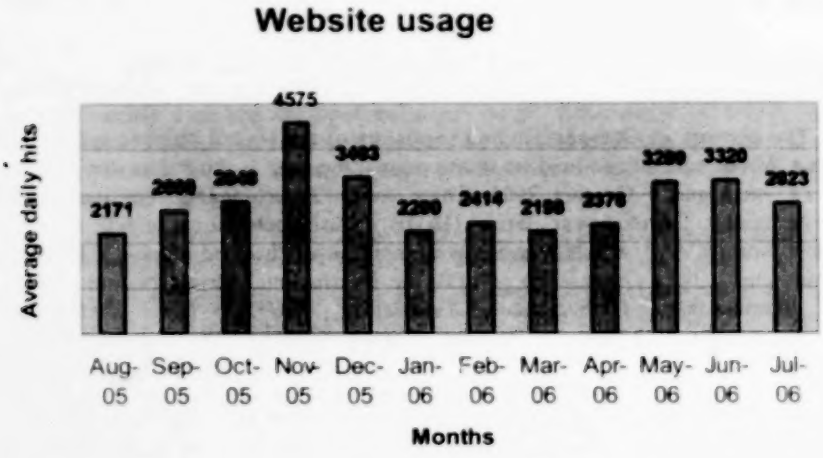
A. Internal outreach

86. In paragraph 19 of its resolution 59/283 on the administration of justice at the United Nations, the General Assembly requested the Office of the Ombudsman to continue and expand its outreach activities, in particular to local, national and General Service staff, in order to facilitate equal access and awareness-raising,

bearing in mind the structure, activities and operational environment of the Organization.

87. Even as plans are under way to enhance equal access to the Office through the establishment of regional branches, the Office has continued to reach out to staff across the world. In other duty stations, the Office has sought other ways to reach out to staff. Almost all peacekeeping missions now have in their Intranets a direct link to the website of the Office.

88. The Office of the Ombudsman has a website separate from the official United Nations website, through which staff can access a wide range of information on the values, principles and operations of the Office. Links are also provided to other offices in the administration of justice. The website also hosts a secure contact form and a feedback form, which can be completed and returned. The Ombudsman's Office ensures full confidentiality and security to visitor information. Staff at all main duty stations can also access the website and the reports on activities through the iSeek (in New York) and Intranets. Average daily hits to the website remain high (see chart below). The site is regularly reviewed and updated to maintain viability.



89. The Office has continued to participate actively in all induction programmes for new staff. Periodic meetings are held with heads and senior officials of departments, including the Office of Human Resources Management and the Administrative Support Division of the Department of Peacekeeping Operations. The Ombudsman continues to participate in departmental staff and town hall meetings. Meetings have also been held with the Staff Council and staff representatives at Headquarters and at all duty stations visited. These meetings provided opportunities for the Ombudsman to explain her role and functions, as well as to better understand the operational requirements of the departments and offices concerned (see figure II: Trends in geographical distribution of cases).

90. The Ombudsman has also continued to report periodically to the Secretary-General and to brief senior management on the activities of the Office.

Cooperation with offices of the internal justice system

91. As recommended by the Peer Review Team, the Office holds periodic meetings with the other offices in the administration of justice system, namely, the office of the United Nations Administrative Tribunal, the Joint Appeals Board, the Administrative Law Unit, the Panel of Counsel, the Ethics Office and the Conduct and Discipline Team of the Department of Peacekeeping Operations. The purpose of these meetings is to identify emerging trends across the spectrum of cases handled throughout the system of justice, and to identify ways in which the various components of the justice system can support each other for the purpose of delivering a more efficient system of justice for the Organization. With the establishment of new offices like the Ethics Office and the Conduct and Discipline Team, these meetings have also proved useful in understanding the roles of the various offices and delineating the various spheres of responsibilities among offices in the administration of justice system.

B. External outreach

Ombudsmen and mediators in the United Nations system and Bretton Woods institutions

92. The network of Ombudsmen and mediators of the United Nations system and Bretton Woods institutions held its fourth annual meeting at the Palais des Nations, Geneva, on 4 and 5 October 2005. There were 23 participants representing the Inter-American Development Bank (IADB), the International Civil Aviation Organization (ICAO), the International Committee of the Red Cross (ICRC), the International Labour Organization (ILO), the International Monetary Fund (IMF), the International Ombudsman Association (IOA), the International Telecommunication Union (ITU), the United Nations, the United Nations Development Programme/United Nations Population Fund/United Nations Office for Project Services (UNDP/UNFPA/UNOPS), the United Nations Educational, Scientific and Cultural Organization (UNESCO), the Office of the United Nations High Commissioner for Refugees (UNHCR), the World Food Programme (WFP), the World Health Organization (WHO) and the World Bank. Participants also attended training courses organized by IOA.

93. The participants discussed issues of common concern such as relations with the field which underlined the importance of both early response and field visits to serve staff members located outside Headquarters. It was agreed that successful visits depended on the good will of all parties, on the rapid response by senior management after the post-mission debriefing and on the follow-up by all parties involved. The protection of whistle-blowers was also discussed. The factors contributing to the fear of retaliation as well as the role of the Ombudsman in coping with this fear were examined together with the specific policies developed by each organization in this matter. A third issue discussed was the challenges of maintaining the independence of the Ombudsman's Office. Databases and classification categories were the last issue discussed. The working group on this topic, which gathers under the umbrella of IOA, presented a suggested list of

categories to all participants. An action plan adopted at the end of the meeting includes, among other things: developing a mailing list server, drafting model terms of reference and basic standards of practice, continuing to develop criteria for collecting data and exploring ways to develop inter-agency cooperation. The United Nations System Chief Executives Board for Coordination (CEB), at its spring session of 2006, took note of the report of the meeting.

Networking with organizational Ombudsmen

94. The Office was represented at the first annual conference of the International Ombudsman Association (IOA), previously known as The Ombudsman Association (TOA), the main international professional organization of organizational ombudsmen from the private sector, government, academia and international organizations. The conference, which took place in California in April 2006, was attended by 300 professionals. The theme of the conference was "Charting a new course for organizational ombuds". A feature of the conference was a panel discussion on "Creating a global vision for the development of organizational Ombudsman programmes".

VII. Future directions

95. The Office of the Ombudsman has aimed to be innovative, creative, accountable and results-oriented, in spite of its limited resources. Based on the lessons learned since starting operations in October 2002, the recommendations of the external midterm review undertaken in December 2005 and the feedback provided by visitors, management and staff representatives, future directions will include the following.

Strengthening of the zero-barrier approach to the Office

96. Some significant progress has been achieved in expanding the outreach of the Office to the most vulnerable categories of staff, including national staff in peacekeeping missions and offices away from peacekeeping headquarters, as per the figures shown in figure III, "Breakdown of cases by occupational categories". Resources received from the support account for peacekeeping operations and active outreach from the Office through on-site visits have assisted in that effort. In order to continue to expand coverage and allow for a zero-barrier approach to the services of the Ombudsman for all staff, independently of location or occupational category, the regional branches proposed as early as 2003 need to be established. Through those regional branches, both the offices outside Headquarters and the neighbouring peacekeeping missions could be better serviced. In the cases of both Vienna and Nairobi, the establishment of the regional branches is long overdue, after completing the implementation of the pilot in Vienna and exploring the feasibility of re-establishing an Ombudsman office in Nairobi (UNON/UNEP/Habitat).

97. At the same time, the Office will continue with its efforts to educate staff about the nature of its work and the availability of its services through further outreach activities, including plans to hold meetings through videoconferencing facilities with staff in peacekeeping missions and offices away from Headquarters.

Expansion of mediation services

98. Mediation services currently provided will be expanded through further training of professionals in the Ombudsman's Office and through the constitution of a roster of external mediators to be used on an ad hoc basis in different geographical and linguistic contexts.

99. A special section will be developed on the Ombudsman website, in order to advise staff on the availability of mediation services, and the current outreach material will be revised in order to further expand on the characteristics and goals of mediation.

100. The advantages of establishing a special unit within the Office exclusively devoted to mediation services will be explored. The Office is also giving consideration to the ways in which it can export its mediation services to field operations.

Improvement of the triage system and adoption of standard operating procedures

101. As both the number of visitors to the Office and the complexity of the Ombudsman's operation grow, there is a need to further tighten the cases triage system, including timely registration of cases, allocation to a case officer and close monitoring until closure. As the total number of visitors to the Office grows (close to 2,000 cases since October 2002), the number of "return callers" seeking further guidance on new issues increases. The tracking system needs to be improved, to include the exact time devoted to every interaction with a visitor, so as to reflect better the workload of the Office, at this time greatly underestimated in the existing database.

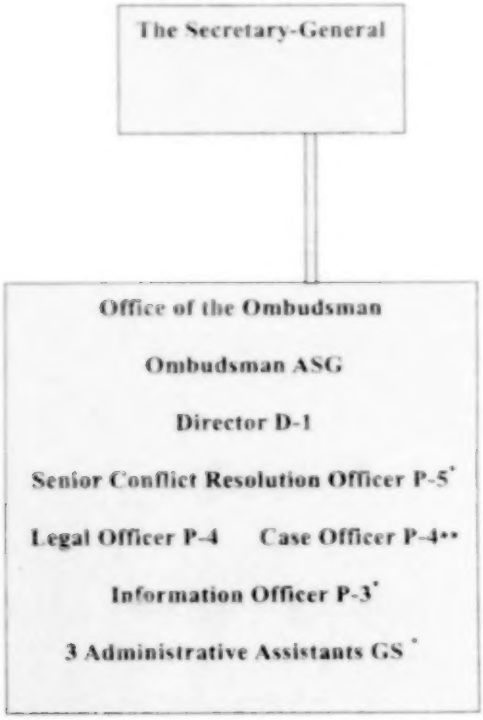
Final evaluation, including 360 degree users assessment

102. The Office has kept a strict internal programme of evaluation that has included a rapid assessment at the end of the first year of operations, and a midterm review in December 2005. As the term of the first United Nations Ombudsman comes to an end after five years in office in July 2007, the Office will undertake a final review to assess the accomplishments and identify lessons learned. This final review will include a survey of users, in order to systematize. The outcome of this review will be included in the Secretary-General's report to the General Assembly at its sixty-second session.

Annex

Staffing table

Office of the Ombudsman
Organizational structure and post distribution for the biennium 2006-2007



Abbreviations: ASG, Assistant Secretary-General; GS, General Service.

* New post (budget for the biennium 2006-2007).

** The Case Officer position is funded by the support account.